

*Connecticut* INDUSTRY

JULY  
1944

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# *Connecticut* INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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L. M. BINGHAM, *Editor*

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# WHAT CONTROLS FOR PEACE?

By ALFRED C. FULLER, President



ALTHOUGH the subject of government controls has been a favorite topic of discussion for the past several years, I believe it is due for even more serious discussion and bitter debate than ever before during the coming months of the election campaign. There is a good reason for this prediction. Some of the most puzzling problems of the conversion period, which will be upon us after the defeat of Germany, will be those involving the extent of wartime government controls which will carry over to the peacetime period.

There is little doubt that the average American, who has been accustomed to the maximum personal freedom chafes under wartime restrictions. Although he is willing to "put up" with them if convinced that they are really necessary to speed victory, he still questions seriously many rationing practices now rigidly adhered to by several government agencies. Others, in the manufacturing field particularly, believe that many WPB procedures dealing with priorities present a genuine drag upon the war effort rather than a boost. Even though he has resigned himself to accept wartime restrictions to speed victory, how long will the average American be willing to accept them after the war clouds fade out?

The last question poses many others. First, who knows if price control is necessary and how long it should be continued after the end of hostilities as a hedge against runaway prices and uncontrolled inflation? Would an unlimited release of all available materials, scarce or not, help or retard the nation in its attempt to reach the highest possible economic goals after peace comes? Would the elimination of the War Labor Board from the field of labor-management negotiation and wage stabilization stimulate better industrial relations or bring about more industry-labor warfare as each employer-employee group returned to individual uncharted methods. Could the small business man compete for trade with his larger competitors if he were not given priorities as now administered by the USES?

I might pose many more questions to stimulate your thought about the merits or demerits of a continuance of wartime controls into the peace era, but the few I have mentioned should suffice to demonstrate the urgency for well considered thought and forthright action on the extent of the need for such controls after "V" day. The problem is on our doorstep. It will be answered in some fashion by government acting alone if industry, general business and the public do not help to formulate the program by setting forth convincing evidence for the benefit of Congress.

Frankly, I don't claim to know the right answers, but rather, seek an honest expression of opinion as a guide for future action that I hope will result in more

intelligent action for the benefit of Connecticut and our national economy. Like most Americans, I had become habitually accustomed to broad freedom of action, and therefore find restrictions irritating. However, I counsel myself that we are passing through a revolutionary stage in world history in which great change is coming to pass more rapidly than we, who are immersed so deeply in our own problems, think. The world and most of its natural resources are shrinking rapidly with speed of travel and rapidity of use. At the same time men everywhere are on the march—asking, urging and fighting for a greater share of material things as well as a chance for better health and a more stable security. If we of business management, looking at the broadest implications of the problem rather than from the angle of short-range self-interest, do not help our government make a sensible decision about the extent of controls needed to provide adequately for the future our citizens are seeking, we shall be derelict in our duty to ourselves and our country.

Let's start right now to think this control business through by looking right "in the eye" some of the present functions of business rigidly regulated by government. Briefly, those that are most noticeable to all of us are: 1. Choice of employees (USES), 2. Authority over hiring and dismissal (WLB), 3. Authority over wage and salary rates (WLB) (U. S. Treasury), 4. Number of employees (USES), 5. Incentives which may be offered (WLB), 6. All conditions of employment, such as vacations and working conditions (WLB), 7. Miles salesmen may travel (OPA gas & tire ration), 8. Volume of business which can be done (WPB quota), 9. Deliveries we may make (OPA gas & tire ration), 10. Equipment which may be purchased (WPB priorities), 11. Purchase of repair parts (WPB), 12. Prices of our product (OPA), 13. Bookkeeping and accounting, (many agencies) (?) 14. Depreciation charges, (?) 15. Prices received for waste material (OPA), 16. Amount of fuel allowed (OPA), 17. Profits which may be retained (U. S. Treasury).

It's difficult business to make recommendations that will take into account the best long-range interests of the nation rather than to seek simplified procedure through a return of the "good old days" before restrictions made business so complex. Nevertheless, I urge you to complete the truly broad-gauged task and thus make, through your Association and your representatives in Congress, a genuine contribution to a new kind of freedom in keeping with the greatest good for the greatest number.

# THE CHALLENGE TO FREE ENTERPRISE

By W. E. DITMARS, President, Gray Manufacturing Company, Hartford

THIS IS THE THIRD and final article in a series on "Free Enterprise" which has appeared in CONNECTICUT INDUSTRY, starting with the May issue. Author Ditmars believes implicitly that now is the critical time for industry and business management, together with its working force, to strike a strong blow for the preservation of free enterprise, a system which he convincingly demonstrates to be far superior to any alien economic plan.

"**B**USINESS need not pretend an interest in the man in the street. Its interest is profoundly real; it cannot be otherwise. If freedom spreads, markets will spread, and unless freedom spreads, markets will be more and more restricted." So spoke one of the really authentic voices of America the other day when President Henry M. Wriston of Brown University gave his views on free enterprise. "Political action," Dr. Wriston added, "can cut off silk, but it cannot create nylon."

And too, we might say, Government can stifle business, but it cannot provide real jobs at productive work except through unleashing the dynamic forces of free enterprise.

## Free Enterprise Defined

Let's define our terms: what is free enterprise? Is it, as the long-haired radical would tell you, a system under which the common man is trod under foot, robbed by greedy and selfish business men? Is it, as the businessman still steeped in 1907 business ethics may think, a system of laissez faire under which "dog eats dog" and the government better mind its own business? I don't think it's either of these things. I think it is an American system by which a man can work up from a cellar workshop to become a great industrialist, supplying work to countless thousands, by the sweat of his own brow, and by the workings of his own cerebral lobes. I think it is a system whereby any man of courage and initiative can change from the role of employee, and become an employer, increasing both his personal wealth and the wealth of the country. I conceive of free enterprise as a system under which the man at the bottom of the ladder can aspire for and reach the top of the ladder—and do it with strict

observance of statutory law and the deeper laws of Christian ethics.

I think it's important now to understand clearly what we mean by free enterprise because our entire system of free enterprise is under attack. We must understand what we are fighting for, if we are going to accept the gauge of battle and fight for the preservation of that system.

## Big and Little Business

The system of free enterprise in the United States has resulted in the creation of more independent business concerns, more small employers than in any country in the world. These are the businessmen who, largely, will be expected to supply jobs for returning veterans. Understand, these are not "big business". They are little fellows, indeed, men who have started working with their own hands in many instances, but through their own enter-

prise have now reached a position where they can hire other people.

There are, according to the Committee for Economic Development in the United States, approximately 3300 concerns in the United States who might be classified as "big business" because they employ more than 1000 persons each. But there are more than ten times that figure who employ less than 1000 and more than 100.

Most remarkable of all, there are two million businesses in the United States that employ fewer than 100 workers each. These are the very little fellows, yet they furnish employment to 45 per cent of the workers in this country. Significantly, under New Deal economic policies since Pearl Harbor the number of these little fellows has shrunk by 10 per cent, and is still shrinking. If we are to preserve our system of free enterprise, we must save the little business man from extinction. He is our principal hope for an orderly peace-time conversion, yet he is the one who is particularly susceptible to injury by government over-regulation, the most easily pushed over the chasm into extinction by his present inability to build up reserves.

Even during the course of this war, more than once he has been pushed to the edge of extinction by the sudden cancellation of a government contract, and then by the long months during which government auditors took stock of his raw and partially finished product, representing his cash reserves. What he has experienced through the cancellation of contracts is as nothing compared with the ordeal by fire he must endure in the postwar period of conversion. Yet it is freely conceded by all realistic students of the problem that our principal hope in providing jobs at the war's end is the vigorous participation in bold and intelligent planning by a great majority of the two million smaller business employers, and even more, by the establishment of a large number of new enterprises. These new enterprises and small business can provide one of the nation's greatest laboratories for new ideas and new products as the Committee for



W. E. DITMARS

Economic Development rightfully points out. From any one of these small enterprises may emerge one product, one gadget, that will alone give employment to thousands of people. That gadget may now exist only in the mind of one man. It may never come into being if that man is discouraged, driven from business by a government that is too anxious to respond to the yammering of the unstable and irresponsible.

By such encouragement, by preaching the doctrine of free enterprise, of risk taking new ideas are developed, new enterprises organized, new leaders trained. Lately, America has been taught the doctrine of security and fear. Better to be safe with a crust than to travel the high road at the end of which is high adventure and great rewards.

#### The Returning Serviceman

By what stretch of the imagination can we believe that a doctrine of security and meager living will appeal to our returning service men, who have, for years been fighting and winning battles by the use of free enterprise (which is after all nothing but untrammeled initiative and courage)? How can we say to these men: "Here, we are going to give you a dole. We know that you are lacking in courage; you don't want to take risks."

Don't count on it. Many of these men will be mature, experienced, courageous and with qualities of leadership that will scorn the bare crust the government will offer. This great human reservoir of ability, energy, courage and initiative can provide the impetus for new independent enterprises that will give us the economy of abundance in reality, and not merely on the dreamer's astrological chart. Wealth is not the gold in Fort Knox—not real wealth at least. Wealth is not that which is created by some politician's political move or act. The only real wealth (and we should get it straight) is when somebody takes something and makes it into a usable and useful thing. Useful things are not made by political speeches. They are made by men who have the genius to conceive, men who have the courage to risk, and men with the "know how" to make. THAT IS THE TRINITY OF FREE ENTERPRISE, TO CONCEIVE, TO RISK, TO MAKE.

Can government do these things better than private entrepreneurs? Obviously the Russian government, the



"WHAT! ONLY FIVE MINUTES TO TELL HIM 'YES'?"

original protagonist of "production for use", has discovered that some different ingredient must be added. When they looked at our miraculous war production they had to concede that we did have something to offer in addition to nebulous political mouthings. And if they would take another look at the record they would see that most of these products they are now using so well, had their origin in this land of free enterprise: the submarine, the auto-truck, the airplane, the telephone, the machine gun, yes, even the jeep to mention a few, all had their birth here. This is not flag-waving—it is merely pointing to the record. Free enterprise hasn't done so badly—free enterprise conceived, risked, made these things first, and there isn't a man of us who should be ashamed of the fact.

#### Government in Industry

These questions must be raised because Government has in its hands now vast productive potentials in the postwar period that could ruin small business and destroy jobs. How those problems, consequent to this vast massing of productive powers, are resolved may well decide the future economy of the United States. Presently, Government owns fifteen billion dollars worth of productive factories. It owns practically all the synthetic rubber and high-octane gasoline plants. It owns more than 80 per cent of the magnesium production plants. It has a stake in more than 80 per cent of our aircraft factories. It controls more than 40% of our aluminum production and has a similar hold on the making of

machine tools. As Jessie Jones, Secretary of Commerce, said recently, "If there was ever a question which must be settled in the national interest, it is the future utilization of this vast new industrial empire."

Some of these plants were built with an eye to military needs alone and will not be convertible to peacetime use. Some may be sold, along with surplus goods, to Russia and other countries, and here we reach a most interesting point.

Presumptuous as it might be for any one man to attempt to point out a sure-fire solution to this problem, yet some comment on it may be permissible. Take machine tools as an example. Would it, we may ask, be more desirable to ship vast quantities of these new modern machine tools to Russia or China or England, in view of our great present love for these allies, or would it be more desirable to have them absorbed into our American manufacturing system, the surplus of used but highly valuable machinery to be shipped abroad? Would it be unpatriotic to offer the best equipment to our own citizens first—perhaps, as has been suggested in Congress, to be sold cheaply, or even given, to returning veterans, that they may too become private entrepreneurs, and possible creators of new working conditions? Rest assured, American businessmen do not fear, they welcome this kind of competition within our own borders.

#### The Role of Government

As for our ownership of our vast rubber, gasoline and magnesium facilities—should they be operated by government in competition with private business? I think not. I think it is possible to conceive of some method by which these great productive plants may be sold to the American people in the same way any other great business enterprise is financed by public sales of stock. I am convinced that the role of government is exactly what the name implies, to govern, to regulate, to curb, to restrict—but not to produce. It is for private enterprise to conceive, to risk and to make.

I agree with Mr. Henry A. Wallace, Vice-President of the United States, in one respect. I want to abolish want by plenty. His own specific record, of course, makes him a particularly unworthy prophet of an economy of plenty, considering the way he has destroyed, in the past, vast natural re-

(Continued on page 26)



SHOULDERS were squared and eyes were front in strictly military fashion as seventy-nine Connecticut industrialists stood at attention to witness an impressive colors ceremony at Camp

Endicott, Davisville, R. I., Seabee training camp which was host to the Nutmeg State manufacturers May 24-26. The MAC and Navy Incentive Division collaborated in arranging the trip.

## INDUSTRY JOINS THE SEABEES

By L. M. BINGHAM, Director of Development, Manufacturers Association of Conn.

ONE, two, three, four means far more now to 79 Connecticut industrial executives than change from a \$5 bill since they boarded the 5:23 P.M. Shore Line Express at Kingston, Rhode Island, Friday, May 26, after two days of boot training and three nights of advanced lessons in wartime snoring at Camp Endicott, Naval Construction Training Center at Davisville, Rhode Island.

### Train Trip

Although invitations issued by the Association at the suggestion of Rear Admiral Woodward, Chief of the Navy's Incentive Division, and Captain Fred F. Rogers, USN (Ret.), Commanding Officer at Camp Endicott, gave an inkling of what was in store for them, the industrialists had less than two hours to slough off production problem hangovers and assume the "devil may care" attitude of a group of happy-go-lucky Navy recruits. Armed with little more than

their boyhood recollections of the old book, "Ten Nights in a Barroom" (Ssh—we can't prove it), this brave crew of "would be, wish they could be Seabees" soon caught the holiday spirit usually prevalent "When Good Fellows Get Together" on any New Haven train. Swinging to and fro, heigh hi-he-hi-ho, on the "special" car hooked onto the tail end of "The Bostonian" at 1:30 P.M. in New Haven, the Connecticut executives and five

news men were all tuned in through a mixed opera, barnyard variety of "close" and "stuffy" harmony selections by the time their car beached and they poured out on the landing platform in a downpour of rain at Kingston at 3:23 P.M.

### Initiation

Led by Lt. Commander L.H. Brendel, Navy Incentive Division Officer from Bridgeport, a group of platoon military instructors and bus driving Seabees began to collect their recruits and herd them into the convoy of U. S. Navy busses. During the melee of selecting tall ones, small ones, bald ones, gray-haired ones—fat and slight—from the ages of 29 to 65—passengers and conductor became more and more puzzled by the minute. The conductor scratched his head as if to say, "We sure must be in a bad way to be taking recruits like them." A woman passenger who wouldn't scratch her head in public was less considerate as



CAPTAIN FRED F. ROGERS, USN (Ret.), Commanding Officer at Camp Endicott, welcomed the manufacturers with a hearty "I am glad to have you aboard".

"I'D HATE TO TANGLE with those boys" was the universal opinion of all who witnessed the bayonet demonstration staged by Seabee instructors whose job it is to see that every trainee is thoroughly versed in the use of this devastating weapon. Both the old thrust method and newer Biddle System were shown.



she told a fellow passenger, "Look what the Navy's taking now. They must have the bottom pretty well scraped out of the barrel."

What the conductor and vocal Mrs. Passenger didn't know was that 79 Connecticut men of industry wanted to see first-hand the Navy men using the equipment they were making, and the training the Seabees were receiving, in order to get inspiration to break their former production records. They didn't know, too, that the Navy was staging a new kind of inspirational show to speed the sinews of war to our fighting men on seven oceans and three continents.

Whisked over no easy chair road for about 25 minutes, the chairborne commandos, as they humorously referred to themselves, wound their way through the Navy's intricate system of human absorption and came out one by one with arms loaded to the skull with GI pants, shirt, cap, sheets, blankets, towel and soap. They stumbled into busses and in a few minutes were delivered up to the good-natured veteran Seabees of a battalion which had recently seen foreign service.

Watching the awkward moves of



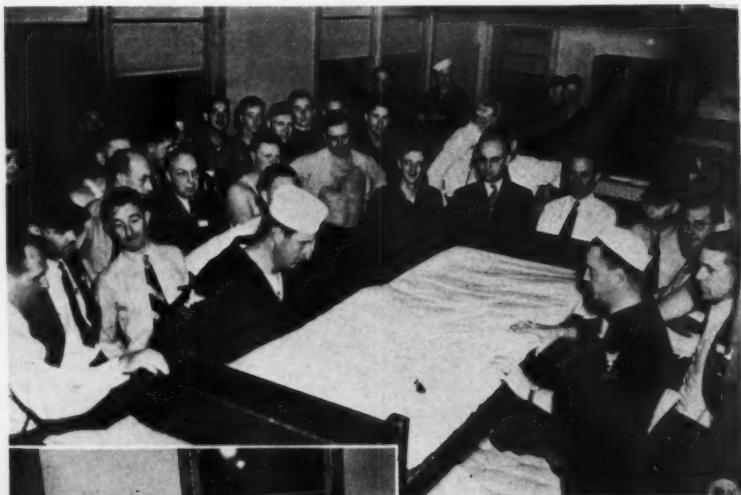
A RINGSIDE VIEW of a platoon in action on an infiltration problem was a thrilling and almost too realistic experience for the manufacturers who were showered with mud as explosive charges were set off and Seabees, in full battle dress, crawled through barbed wire in the face of machine gun and sniper fire to capture their "objective" under the protection of an expertly laid smoke screen.

many who obviously had been of little help to their wives in making beds, some of the veterans lent a hand while others whipped up a few belly laughs with their wisecracks at the expense of the "worst batch of rookies they'd seen this side of the home for the aged."

Within an hour all bunks were made and the president, the chief inspector, the production manager and the employee magazine editor looked no more important than any laborer in his

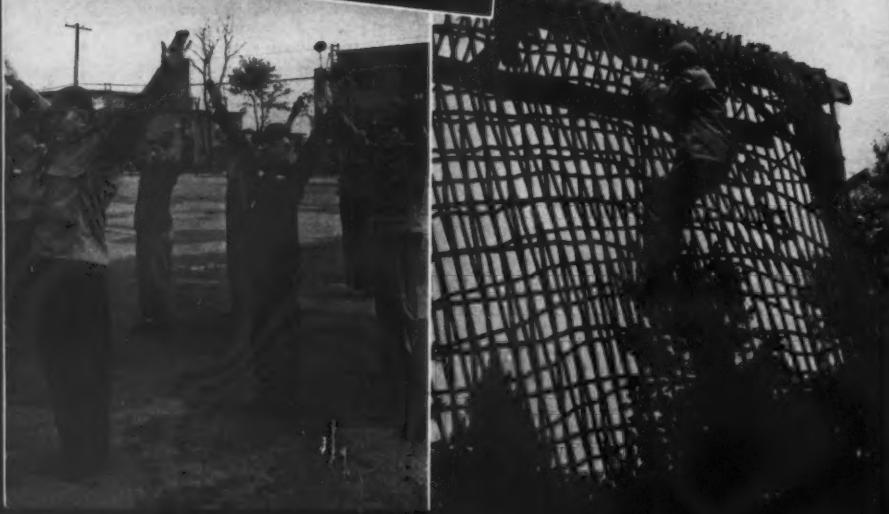
work clothes. Every chairborne Seabee soon discovered for himself the amount of dignity he had left in his "civies" as he assembled in the chow line to absorb some more good-natured jibes before taking on a succulent steak and vegetables enough for two normal civilian meals.

"Hey, Pop, where you going to pack that belly for drill tomorrow morning?" questioned one. "Gosh, ain't Uncle Sam got no taste?" drawled a Seabee from Alabama. "Shavings off



(Left) LEARNING TO MAKE a "sack" in the prescribed Navy way was a new experience to many of the visitors who agreed that the wives at home would think this part of the trip most worth while. (Left, below) Chow time was always the headline of the day. A program chock-full of activity produced lusty appetites and the manufacturers soon learned to "grouse" when they had to stand in line to get at the food which was "tops" both in quality and quantity. (Below) Jibes and disparaging remarks at the hands of the "regulars", who were somewhat baffled by the unorthodox marching form of the manufacturers, soon inspired the latter "to show 'em how" and it was not long before the Connecticut contingent could step along like veterans.





the bottom of the barrel," remarked another. "We can forget our military now. These guys will scare 'em plum to death," cried a voice fresh out of Georgia.

#### Indoctrination Begins

Indoctrination began in earnest at 7:30 when Captain Rogers welcomed the group officially in Navy language, "We're glad to have you aboard. . . . In the three days of your visit, you will live in Navy quarters, eat Navy food, and wear Navy clothes. We hope that in this time we can show you how we develop the Navy viewpoint. We have a job to do, an important one, and many sacrifices are necessary. Modes of living, personal feelings and freedoms must be changed, but no change is too great if we can come to a quick and successful conclusion of this war. . . .

(Continued on page 28)

(Reading from top down and from left to right). THE FIRST MORNING at Endicott was devoted to a thorough inspection of schools of instruction where the Seabees learn to live up to their motto, "Can Do—Will Do". The Connecticut group was deeply impressed with the thoroughgoing manner in which everything from diving to drafting is taught. Here a group visits a class in blacksmithing.

An hour's trip on Narragansett Bay in an LSI (Higgins Boat) gave everyone a chance to see this famous craft in action and to partially experience the feeling of troops about to be landed on enemy shores.

These three Seabees, all of whom have seen action on widely separated battle fronts, addressed the industrialists on their first night in camp. They are, l. to r., Jack Prickett, carpenter's mate, 1/C, Los Angeles, who told of mapping the Salerno beachhead prior to Allied landings and of being on the beach during the battle; Aurelio Tassone, machinist's mate 1/C, Milford, Mass., who related his experience of burying a Jap pillbox with his bulldozer in a Treasury Island engagement; and Sidney Azorsky, electrician's mate, 1/C, White Plains, N. Y., who described how it felt to unload bombs and gasoline at the "Coconut Orchard" (Guadalcanal) while under fire.

D. S. Sammis, vice-president of Underwood-Elliott-Fisher, Bridgeport, and a former director of MAC, bids goodbye to Lt. Keating of Washington as the party prepared to board the train at Kingston for the home trip.

"You can't get 'em up" meant exactly that to some of the manufacturers who experienced considerable difficulty not only in getting out of bed at 5:30 A.M. but in getting those "office chair muscles" to respond to the quick tempo of the physical instructor's commands at PT exercises.

Here's a pseudo-Seabee, resplendent in GI garb, literally "hanging on the ropes" as he tries to negotiate the landing net climb, one of the hurdles in the obstacle course which made those who tried it wish they were younger. Another view of the obstacle course appears on the front cover.

# CONNECTICUT MAKES NEW TIES WITH LATIN AMERICA

By W. A. JOHNSON, Manager Foreign Trade Department, Manufacturers Association of Connecticut

MUTUALLY profitable trade relations seem assured as a result of the friendships cemented during the three-day tour by twenty-four official delegates from fourteen Latin American countries through Connecticut from May 22 to May 24. Sponsored by Governor Baldwin, the tour was planned and executed under the leadership of the Connecticut Development Commission.

Starting with a warm welcome by Governor Baldwin at a reception at the Hotel Lexington, N. Y., Sunday, May 21, following the close of an important Inter-American Trade Conference at the Waldorf, the delegates, accompanied by more than forty representatives of the Connecticut Development Commission, the Manufacturers Association of Connecticut, local chambers of commerce, manufacturers associations and export groups throughout the state, and four officials of the Coordinators Office on Inter-American Affairs, entered Connecticut in a convoy of thirty-five cars escorted by State Police via the Merritt Parkway



MAC PRESIDENT A. C. FULLER greets Gabriel Durana-Camacho, General Manager, Institute of Industrial Development, Bogota, Colombia. (L. to R.) Luis Beltranena, Dean of the University of Guatemala and Professor of Economics, Guatemala City, Guatemala; Jorge Coello, Minister of Foreign Affairs, Honduras; Mr. Fuller; Senor Durana-Camacho; Howard Fuller, President, The Fuller Brush Co., Hartford; and Constantino Endara, Ecuadorian Embassy, Washington, D. C.

and completed the trip the evening of May 24 at New London, convinced that a new era of business relations would follow in the wake of the sincere goodwill evidenced by new-found friends in more than a score of Connecticut towns visited.

Planned with the finesse and variety for which Willard Rogers is noted wherever entertainment is involved, and executed with the usual train-schedule precision of the State Police Commissioner, Edward J. Hickey, the convoy made every stop on time from

NEW HAVEN BANQUET. (L. to R.) J. Herbert Hunter, representing Retail Board of Governors, New Haven Chamber of Commerce; Gabriel Durana-Camacho, General Manager, Institute of Industrial Development, Bogota, Colombia; John W. Murphy, Mayor of New Haven; Victor Borella, Assistant Co-

ordinator, Washington, D. C.; Governor Baldwin; H. W. Jones, Jr., President, American Tube Bending Co., New Haven; Fernando Edward Lee, Industrialist, Rio de Janeiro, Brazil; Samuel Flagg Bemis, Professor at Yale University, New Haven; and Ernesto B. Freites, Industrialist, Dominican Republic.



the first visit at the Hat Corporation of America in South Norwalk to the last at Connecticut College in New London. Like the perfect host, Governor Baldwin managed to talk, dine and ride with every one of the twenty-four delegates during the tour, thereby earning the high respect of the delegation which they so warmly expressed in a certificate designating him "Honorable Neighbor of America who so

effectively and with such dignity represents the personality of all the people of Connecticut." This signal honor so spontaneously conceived and so swiftly carried out on the last lap of the tour at the Coast Guard Academy, May 24, came not only from the personal attention given by the Governor to each of the delegates, but also because of the wide variety of sound and sincere ideas expressed during his talks at all luncheon and dinner meetings.

Moving from the Hat Corporation in three convoys of cars, one group visited the Conde Nast Publications, Inc., in Greenwich; another, Edwards and Company in Norwalk; while the third traveled to the Hotel Stratfield where they were entertained by the Bridgeport Chamber of Commerce and the Export Managers' Club at an informal reception and luncheon. The first and second groups were entertained at informal luncheons given respectively by the Norwalk Chamber of Commerce at the Shore and Country Club at Norwalk and by the Stamford Chamber of Commerce at the Woodway Country Club at Darien.

All groups met at the Vought Sikorsky plant in Stratford for a brief inspection and demonstration of the Helicopter and the Vought Corsair planes before leaving for New Haven where they were entertained with a reception and banquet given by the New Haven Chamber of Commerce.

#### IDENTIFICATION OF PHOTOS READING FROM TOP:

**MERIDEN HEAD TABLE.** (L. to R.) Fernando Edward Lee, Industrialist, Rio de Janeiro, Brazil; Gabriel Durana-Camacho, Gen. Mgr., Institute of Industrial Development, Bogota, Colombia; Luis Beltranena, Dean of University of Guatemala and Professor of Economics, Guatemala City, Guatemala; Roy C. Wilcox, Executive Vice-President, International Silver Company, Meriden; Mayor Francis R. Danaher of Meriden; Willard Rogers, President, Hotel Bond, Hartford.

**WILLIAM G. PARK,** President, Angus Park Woolen Co., Inc., Hanover and President, Norwich Manufacturers Association.

(L. TO R.) H. W. STEINKRAUS, President, Bridgeport Brass Company, Bridgeport; Luis Beltranena, Dean of the University of Guatemala and Professor of Economics, Guatemala City, Guatemala; and H. W. French, Vice-President, Bridgeport Hardware Mfg. Company, Bridgeport.

**SOUTH AMERICAN VISITOR** examines early Winchester model: (L. to R.) Robert Weir, Jr., Sales Manager; R. C. Swanton, Assistant Secretary of Winchester Repeating Arms Co., New Haven; Fernando Edward Lee, Industrialist of Rio de Janeiro, Brazil; and T. I. S. Boak, Superintendent of Winchester.

and the New Haven County Manufacturers Association.

On Tuesday morning after the inspection tour of Yale University, the party was again split into three sections in order to cover larger areas of the state.

The first group, accompanied by Governor Baldwin, visited the Seamless Rubber Company before traveling to Wesleyan University, Middletown, and later to the Pratt and Whitney Division, United Aircraft, East Hartford. The second group visited the Scovill Manufacturing Company, Waterbury, after which they were the luncheon guests of the Waterbury Chamber of Commerce and the Waterbury Home Club.

In the afternoon, stops were made at the Pratt and Whitney Division, Niles-Bement-Pond, West Hartford, and at Trinity College, Hartford, before meeting at the State Capitol with all groups for Governor Baldwin's informal reception at 5 P.M.

After inspecting the products and plant of the Winchester Repeating Arms Company, Group Three toured to the 1711 Inn, Meriden, where they were entertained at luncheon by the Chamber of Commerce and the Meriden Manufacturers Association. Visits to the Fuller Brush Company and St. Joseph's College, Hartford, completed their afternoon itinerary prior to the reception at the State Capitol.

Preceding the Inter-American Banquet given at the Bond Hotel by Governor Baldwin and the Development Commission, the Hartford Chamber of Commerce entertained at a cocktail party. The banquet attracted more than five hundred guests, the largest attendance at any of the luncheon or banquet functions held during the tour.

After an overnight stay in Hartford, the entire delegation visited the University of Connecticut at Storrs, the United States Submarine Training Base and the Electric Boat Company at Groton, Connecticut College and the Coast Guard Academy at New London.

Well-planned as it was to show well-seasoned portions of Connecticut's beauty, educational facilities and industry, the three-day visit of our Latin American neighbors could have been as frigid and non-productive of goodwill as a visit from an unknown relative on Thanksgiving when guests are occupying all the chairs and using the last piece of china in the house. It requires the warm friendly glow of personalities mutually interested in the preferences and welfare of visitors to



**HEAD TABLE AT WATERBURY:** (L. to R.) Roberto Heurtematte, Industrialist and Merchant of Panama City, Panama; Clark S. Judd, President, American Brass Company, Waterbury; Ernesto B. Freites, Industrialist, Dominican Republic; John S. Monagan, Mayor of Waterbury; Wm. T. Jebb, President, Chamber of Commerce and District Manager, Connecticut Light and

Power Co., Waterbury; Raul Gurdian, General Manager, Commercial and Agricultural Co., San Jose, Costa Rica; Charles E. Hart, President, Chase Brass and Copper Co., Inc., Waterbury; Rev. Francis O'Shea, Waterbury; and C. P. Goss, Vice-President, Scovill Manufacturing Company, Waterbury.

make any meeting of strangers or even acquaintances productive of mutual benefit in the development of friendship and business. All these factors, present in equal measure in the hosts and guests, and the passing beauty of the wooded hills, green fields, rustic roadsides, product fabrication and displays, the dignity of state and educational institutions, combined with the inherent good fellowship and sincerity of Governor Baldwin and our newfound friendly neighbors to make the goodwill tour an unprecedented and unforgettable event in the history of Connecticut.

Jovial and genteel by nature, a few of the guests would have failed to gain a full measure of understanding of Connecticut's rich background of history and present-day personalities, institutions and products, had it not been for twelve interpreters selected by the Association's foreign trade department who accompanied the party upon invitation of Sidney Edwards, Executive Director of the Development Commission. Identified with export departments of industries, all of these men spoke Spanish, Portuguese, or both, and were always on hand to



**SOUTH AMERICAN delegation waves "Adios"** as train leaves from New London. (L. to R.) Joseph Nadal, President, Chamber of Commerce, Port-au-Prince, Haiti; Fernando Edward Lee, Industrialist, Rio de Janeiro, Brazil; Roberto Heurtematte, Industrialist and Merchant, Panama City, Panama; Jean Artaud, Attaché in the Haiti embassy in Washington; and Jose Ribeiro Campos, Attorney for Department of Labor, Rio de Janeiro, Brazil

assist guests who didn't speak or understand English. The interpreters who accompanied the party were: Anthony Bordes, Export Manager, The Bassick Company, Bridgeport; Paul Hickman, Foreign Trade Department, Remington Arms Company, Bridgeport; Oliver E. Nelson, Foreign Trade Department, Winchester Repeating Arms Company, New Haven; Edward Burgess, Scranton Company, New Haven; F. G. Joubert, Foreign Trade Department, Winchester Repeating Arms Company, New Haven; Jose M. Suarez, Foreign Trade Department, Snow Nabstedt Gear Corporation, New Haven; George Foreman, Foreign Trade Department, Colt's Patent Fire Arms Manufacturing Company, Hartford; Edmund Rodriguez, Export Manager, Peck, Stow and Wilcox Company, Southington; Victor R. Ball, in Charge of Export Department, The Yale & Towne Manufacturing Company, Stamford; Anthony Ribadeneyra, Export Manager, Fairmont Aluminum Company, Stratford; Charles Engelke, Export Manager, The Miller Company, Meriden; and J. J. Pardes, The Wiremold Company, Elmwood.

(Continued on page 47)

**VISITATION OF Hat Corporation of America, South Norwalk.** (L. to R.) F. H. Montgomery, president; J. J. Cavanaugh, Chairman of the Board; Governor Baldwin, and a group of Latin American guests and industrial representatives. This was the first stop made by the Latin American delegation in the action-packed three day itinerary.

(L. to R.) A. E. PAYSON, President, American Thermos Bottle Co., Norwich; Walter M. Walters, Protocol Officer and Representative of Department of State; Joseph Nadal, President, Chamber of Commerce, Port au Prince, Haiti; Jose Ribeiro Campos, Attorney for Dept. of Labor, Rio de Janeiro, Brazil; and Governor Baldwin.



# INDUSTRY'S RESPONSIBILITY IN CONTRACT TERMINATION

By COLONEL D. N. HAUSEMAN, *Director, Readjustment Division Headquarters, Army Service Forces*

**T**HE termination of all Government war contracts with industry is as sure as the fact that we shall win this war. These two objectives have one thing in common: we know they are both inevitable, but we don't know when.

The two objectives have another thing in common: they will proceed inexorably to a successful conclusion only if our plans made ahead of time are sound, workable, and the best industry and the Government together are capable of making.

Last time, we had only three weeks before November 11, 1918 to plan how to handle matters when contracts

ended. This time . . . and I believe this is one of the brightest sides of the picture . . . we have been terminating contracts since 1942 and so are able by actual experience, while the war is going on, to test our plans in the hard pragmatic school of reality.

Why are we terminating contracts while the hardest and biggest battles still lie ahead? Does termination of contracts mean termination of the fighting? Not by a long shot. We are terminating certain contracts now because war is fluid, and since fluid war depends on a flexible supply program, production has to be fluid too. We have to stop some contractors making

weapons and equipment which the enemy, or time, or weather, or other circumstances have all conspired to make obsolete. Then we have to sign other contracts to make the new and better weapons necessary to beat the enemy.

The fact that the successful and orderly termination of war contracts is an integral part . . . and an essential and vital part of winning the war, is also a fact that demonstrates the necessity of doing these two jobs at one and the same time . . . the job of winning the war by production, and the job of winning the war by speedy efficient contract termination and clearance of

## Highlights of President Fuller's Report of Termination Conference in April

Responding to the personal invitation of Lt. Gen. Breton Somervell, Commanding General, Army Service Forces, forty-six top-flight executives from New England, including twenty from Connecticut, met in his office in the Pentagon Building, Washington, D. C., April 18 and 19, for a series of day and evening conferences with high ranking officers of the Army Service Forces, John M. Hancock, co-author of the Baruch-Hancock Report, and others, regarding one of industry's most pressing and important problems—contract termination and the disposal of surpluses.

President Alfred C. Fuller, of the Association, who has served on the Purchase Policy Advisory Committee in the Purchases Division of the Army Service Forces since the early part of 1943 and who led the Connecticut delegation, reported in considerable detail to the Association's membership the highlights of the recent contract termination discussion in six pages of notes enclosed with General Bulletin No. 1058, dated April 28, 1944. He also listed the names of those who attended the conferences and included two charts which outlined the specific steps to be taken by the contractor before and after termination notice is received.

Among the more important points stressed in Mr. Fuller's notes on the conferences were:

1. That industry's criticisms and suggestions were desired by General Somervell and his associates because of the extreme importance and magnitude of the job of terminating contracts and providing orderly procedures in disposing of surplus materials without disrupting normal trade channels and causing unemployment.
2. Importance of passing legislation such as Senate Bill 1718 (Murray-George bill), which embodied Baruch-Hancock recommendations, and the George-Murray bill S. 1730, which embodies same proposals as S. 1718 but also carries additional regulations on disposal of surplus commodities.
3. Need for closest cooperation on disposal of unused inventories by all contractors to determine whether the material could be used on other war contracts or in

civilian production in order to cause as little loss as possible to the government.

4. That the Surplus War Property Division was now establishing ground rules governing policy for disposal of surplus war materials.
5. That contractors and subcontractors, in their own interest, must keep constantly up-to-date costs, inventory and engineering data records.
6. That prime contractors are responsible for settlements with subcontractors regardless of the number.
7. That negotiated lump sum settlement is most desirable and expedient method of contract termination. Wherever this method cannot be worked out satisfactorily between contracting officer and the contractor, the more complicated formula method may be used.
8. That surplus machine tools not needed by other war contractors would not be sold at the present time.
9. That interim financing pending settlement of contracts could be made direct by guaranteed loans (V. T. Laws).
10. That industry should take advantage of training schools for personnel assigned to settlement of contracts. (Schools already conducted in Hartford, New Haven and Bridgeport by Springfield Ordnance District officers in cooperation with the Association.)
11. That 40 questions presented to a panel of officers by New England executives attending conferences were satisfactorily answered.
12. That prime and subcontractors familiarize themselves with all termination procedures and problems through securing copy of "Procurement Regulation 15" and a copy of the "Accounting Termination Manual (TM-14-1005) through the Superintendent of Documents, Washington, D. C., and further information, if required, through termination officers of Ordnance Districts or the various divisions of the Army Service Forces, War Department, Washington, D. C.

plants for new work.

How are we approaching this important task?

The best sign, I think, is that we are basing our approach on broad principles, which have been formulated by the Joint Contract Termination Board, headed by Mr. Bernard Baruch and Mr. John Hancock. This group is composed of representatives of the War and Navy Departments, and of all the other Government procurement agencies. These principles amount to the following:

1. Settlement of terminated contracts can best be brought about through negotiation between Government and industry.

2. Settlements from such negotiations must be final, except for fraud, so that contractors can proceed with assurance that they can keep the reimbursement they receive.

3. Since termination is procurement in reverse, negotiations should be decentralized and conducted by the Procurement Agencies who put the contracts together.

These uniform principles, I am glad to say, have received unanimous endorsement from industry and the War Department has adopted working policies to implement them. It may be said, at this point that the road has been surveyed and the track built.

The next requirement is proper operation. Have we got the machine to get where we have to go? I can answer that question by saying yes, if industry takes a realistic point of view toward the whole problem and cooperates a hundred percent with the Government in its solution. This is a job which neither party can do alone.

In the first place, it is going to take a special type of personnel. There are in fact two types of men needed to handle industry's part of the job. The first type are leaders. These are men who have broad executive and business experience and who can see the woods instead of the trees. They will have to spark plug the working program into action. The second group of men are the technical experts who represent the contractors and carry on the working operations of termination. These men are lawyers, accountants, engineers, negotiators, and other professional and technical types. Each has a special job to do in the mechanics of termination. I am glad to say that for six months now, the Training Branch of the Readjustment Division has been establishing schools in the procurement districts throughout the country to

train men in the mechanics of contract termination. Already more than 15,000 such men have been trained, of which 10,000 came from industry. This program is continuing at an accelerated pace because there is nothing more essential than training *now* for a job which is currently important and will be more important as time goes on.

However, the first type of men I mentioned cannot be trained by anyone. These are leaders who probably are born that way. And I want to urge the head of every company in war production to be thinking today about selecting top-side leaders to represent his industry in contract termination.

The second requirement of tremendous importance right now to both industry and Government is advance planning and preparation for termination. There is much that the contractor can do and should do now to prepare to handle his end of the job when his contracts are terminated. Selecting the right personnel is only the first step. There are many other essential steps. Industry will be interested I know, in the publication soon to be issued by the War Department, which we believe, will be a great aid in this preparation. This is the "*Contractor's Guide*" in which are many suggestions for war contractors who will have to cope with the termination problem. It is an attempt to give the busy war contractor a quick, concise view of what termination is and how industry should approach it.

The third requirement I should like to emphasize is the responsibility which I hope industry will take in the disposal of surplus property resulting from a terminated contract. In a way the property disposal problem is the toughest and most complex part of termination. Of course the War Department must have priority on the use of all strategic surpluses which are needed by other war production contractors. But after that sifting has been made, it is up to industry by Herculean efforts to help make the *second* shifting. We must sell and get surpluses back into commercial channels. If our plants become clogged up with useless termination surpluses—(and they will be useless if they are in dead storage)—then no one can get on with other work and therefore, new war production will suffer.

We believe industry is in a particularly happy and unique position to help move excess articles and materials back into trade channels. The war contractor

(Continued on page 41)



COLONEL DAVID N. HAUSEMAN was born in Pottstown, Pennsylvania, March 4, 1895. He received the degree of Bachelor of Science in Economics from the University of Pennsylvania in 1918, and the degree of Bachelor of Science in Mechanical Engineering at the Massachusetts Institute of Technology in 1928. In 1935, he was awarded the degree of Master of Business Administration at Harvard. Colonel Hauseman also attended the Field Artillery School at Fort Knox, Kentucky, and the Ordnance School of Application, Watertown Arsenal in 1928 and in 1930 he was graduated from the Army Industrial College. Temple University awarded him the honorary degree of Doctor of Science in 1944.

Entering the Army in the First World War, Colonel Hauseman made a distinguished career as an Ordnance officer, specializing in production planning. During the years before Pearl Harbor he was head of the Planning Division in the Office of the Chief of Ordnance at Washington. It was here, that Colonel Hauseman played an important role in planning for the production of fighting weapons and war equipment, in which job American industry, as partners with the Army Procurement forces, makes such a remarkable record in the present war.

In 1940, Colonel Hauseman was assigned to the development of procurement in the field, a task in which he had for so long been engaged in planning. Here, as District Chief, he took command of the Philadelphia Ordnance District, covering seven states from southern New Jersey to Georgia, and at that time consisting of 30 employees. Under his guidance, this District was built up until, at peak production, the personnel numbered 4,300 and the dollar volume of Ordnance procurement reached the figure of two billion dollars.

In November, 1943, as a result of this record, Colonel Hauseman was assigned to Headquarters in Washington, as Director of the Readjustment Division of the Army Air Forces and Army Service Forces.

# REVIEW OF RECENT "E" AWARDS

**FOR PIONEERING** in synthetic rubber and the production of other war-essential chemicals, Naugatuck Chemical, Division of United States Rubber, recently received the "E" from Col. S. E. Whitesides, Commanding Officer, Boston Chemical Warfare Procurement District. Herbert E. Smith, president of U. S. Rubber, in lauding employees for their excellent record, said, "Your work in chemicals, reclaimed rubber and synthetic rubber . . . has helped to save our nation from the military and civilian collapse which threatened two years ago."

Col. Whitesides, in making the presentation to Philip E. Rice, factory manager, remarked, "It has long been said that the Army marches on its stomach, but it must also be said that an Army moves on its wheels, and these wheels are the rubber tired wheels of trucks, of tanks, of jeeps and even planes."

The oldest man and woman employees of the plant in years of service, Bernard Kiernan and Susan Wheeler, received the pennant from Mr. Rice.

Lt. Comdr. Raymond T. Fish, USNR, introduced Sgt. Raymond Ploss of Beacon Falls, hero of seven commando raids who holds the Purple Heart for wounds suffered in action. Sergeant Ploss presented "E" pins to Dallas Farmer, representing the Labor-Management WPD Committee, Miss Wheeler, Mr. Kiernan and Dominic Narducci, employee with the longest continuous record of employment at Naugatuck Chemical.

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**BEAD CHAIN MANUFACTURING COMPANY**, Bridgeport, joined

the ranks of "E" winners on April 29 when the official presentation of the award was made with Mayor Jasper McLevy giving the address of welcome.

The "E" pennant was presented by Colonel Frank F. Taylor, Director of Procurement, Jeffersonville, Indiana, Quartermaster Depot. In his speech, Colonel Taylor praised the company for its fine record in supplying identification tag chains for the Army, Navy and Air Corps and for the job it has done in the manufacture of prongs for radio and radar tubes.

Colonel Taylor pointed out that not one tag chain has been rejected during the entire period they have been in production. These tag chains, issued to all enlisted personnel who go overseas, were made from frozen stock of stainless steel originally intended for non-essential uses. The difficulty in processing stainless steel made its successful conversion into bead chain an outstanding accomplishment. As production difficulties were mastered a voluntary reduction in price was made by the company.

In accepting the award, Mr. W. G. Bryant, president of Bead Chain, complimented the employees for their achievement. He also praised them for their purchases of war bonds and their donations of blood for plasma.

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**A SECOND STAR**, signifying the third award of the Army-Navy "E", has been presented to Manning, Maxwell & Moore, Bridgeport. In accepting this latest recognition for outstanding war production Charles A. Moore, board chairman, told employees the award signified "recognition of the fine

work you have done" and was "an indication that nobody needs to tell you what your duty is and how to do it."

Hamilton Merrill, vice-president, and Major N. L. Hartenberg, former employee recently returned from Australia, were other speakers on the program. Robert R. Wason, MMM president, presented service pins to veteran employees.

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**NORWICH BRANCH** of United States Finishing Company which is engaged in the production of finished fabrics for the armed forces became the first industry in Norwich to unfurl the "E" on May 26. Charles F. Watkins, vice-president and resident manager of the concern, presided as master of ceremonies and introduced Brig. Gen. Guy I. Rowe, commanding general of the Jeffersonville, Indiana, Quartermaster Depot. General Rowe heartily congratulated the company on its record which reveals that during 1943 the percentage of rejections on contracts was less than half of one percent on the light quality duck and three-quarters of one percent on the heavier ducks.

Acceptance of the award was made by President Grant A. McClatchie who acknowledged the cooperative effort of every employee in bringing the "E" to United States Finishing. "Close ranks, forward with greater and greater effort to the day of victory and peace" were his closing remarks.

Lt. Comdr. Raymond T. Fish, USNR, office of the inspector of Navy material at Hartford, presented token "E" pins and was assisted by Sgt. Leo

**BOARD CHAIRMAN C. A. Moore**, Manning, Maxwell & Moore, addresses the audience at "E" ceremonies marking third award to the Bridgeport concern. Others in photo, left to right, Lt. Thomas J. Kennedy, Jr.; Ensign R. B. Heran; Harry Luscomb, director of the company; and Hamilton Merrill, vice-president.

**REAR ADMIRAL** Wat T. Cluverius, USN, (Ret.), John Lavieri, superintendent of Sterling Engineering Company and Colonel John R. Reitemeyer, public relations officer, Eastern Defense Command, hold "E" flag awarded to the Barkhamsted plant which makes dies, drills, gages and fixtures in a converted dairy barn.



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**IDENTIFICATION OF PHOTOS** on this page: (At right, top) W. G. Bryant, president and general manager of Bead Chain, Bridgeport, receives the "E" flag from Colonel Frank E. Taylor, Director of Procurement, Jeffersonville Quartermaster Depot, Jeffersonville, Indiana. (At right, bottom) The second renewal star is presented to Diamond Hill Machine Shop, Cos Cob. (Below, left) Holding "E" burgee at United States Finishing Co. ceremonies are, l. to r., Brig. Gen. Guy I. Rowe, Commanding General, Jeffersonville Quartermaster Depot; Grant A. McClatchie, president of the Company; Paul Richard, president of Local 36, CIO; Charles F. Watkins, vice-president and regional manager; Patrick Brennan, oldest employee in point of service, and Lt. Comdr. Raymond T. Fish, USNR. (Below, right) Naugatuck Chemical Division of United States Rubber, received the "E" from Colonel S. E. Whitesides, Jr., Commanding Officer, Boston Chemical Warfare Procurement District (second from left). At extreme left is Philip E. Rice, factory manager, and at right are Bernard Kiernan and Miss Susan Wheeler, oldest ranking male and female employees respectively.

Theriault of Willimantic who was decorated for gallantry in the Munda campaign. The pins were accepted on behalf of all employees by Paul E. Richards, president of Local 36, Federation of Dyers, Finishers, Printers and Bleachers of America, CIO.

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**DIAMOND HILL MACHINE SHOP**, Cos Cob, which won national acclaim a year ago for being the smallest war plant in the country to receive the "E", has kept up its phenomenal record and recently added the second white star to its flag, signifying continued meritorious production. Harold C. Powers, owner and founder of the machine shop which has been turning out war materials since before Pearl Harbor, accepted the newest award presented by Lt. W. B. Shope, USN, attached to the WPB. The plant was converted from a garage and originally received the "E" from Secretary of the Navy James V. Forrestal.



**OTHER CONNECTICUT MANUFACTURERS** honored with additional stars to be added to their previously won Army-Navy "E" flags are Bridgeport Brass Co., Bridgeport, and Chase Brass & Copper Co., Waterbury, each with four consecutive renewal stars, and Atwood Machine Company, Stonington, with three renewals.

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**APRIL 29 WAS "E-DAY"** in Barkhamsted when the Sterling Engineer-

ing Company, makers of dies, drills and jigs for war plants, received the coveted Army-Navy "E" from Rear Admiral W. T. Cluverius, USN (Ret.).

The company, which is managed by Messrs. John, Prosper and Daniel Lavieri, started out on a small scale after Pearl Harbor, gradually increasing until it now employs 41 workers, every one of whom is a regular purchaser of war bonds. The business was started in a barn which once housed a dairy herd.

(Continued on page 25)



# NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

**MANUFACTURERS** Association of Hartford County held its 40th annual meeting at the Hartford Club June 9 to elect officers and hear addresses by Brig. Gen. H. F. Safford, chief of the Production Service Branch, Industrial Division of Army Ordnance, and Sidney E. Cornelius, secretary of the association.

The general said it is the endeavor of the Ordnance Department at all times to give industry as much notice as possible of pending reductions and cancellations to permit the tapering off of production and employment. However, this is not always possible, he said, because stoppage is often required immediately to prevent the accumulation of surplus and unusual items.

Mr. Cornelius in substance said that before the nationwide hiring controls were announced it was considered a stigma to be classified in the critical No. 1 labor shortage area. Since then it is considered unpatriotic to ask for removal from the critical classification. In view of this, he said, "The confusion that we all sense and have experienced is understandable."

Officers elected for the year were: President, Frederick U. Conard; vice-presidents, James A. Taylor and Raycroft Walsh, and treasurer, Phoenix State Bank & Trust Company.

The board of managers elected follows:

Graham H. Anthony, president, Colt's Patent Fire Arms Manufacturing Company; Newton C. Brainard, president, Case, Lockwood & Brainard Company; Clayton R. Burt, chairman of board, Niles-Bement-Pond, Pratt & Whitney Division; H. Bissell Carey, president, Automatic Refrigerating Company; John H. Chaplin, president, Veeder-Roof Inc.; Frederick U. Conard, vice-president, Underwood Elliott Fisher Company; Charles B. Cook, vice-president, Royal Typewriter Company; John R. Cook, president, Arrow-Hart & Hegeman Electric Company; Mitchell S. Little, president, M. S. Little Manufacturing Company; Joseph M. Merrow, president, Merrow Machine Company; William A. Purtell, president, Holo-Krome Screw Company; Lucius Rositer, president, Terry Steam Turbine Company; James Taylor, vice-president, Hartford Machine Screw Company; Raycroft Walsh, vice-chairman of corporation, United Aircraft; James P. Baldwin, vice-president, American Hardware Corporation; Richard E. Pritchard, president, Stanley Works; Maurice Stanley, president, Fafnir Bearing Company; Richard L. White, president, Landers, Frary & Clark; Fuller F. Barnes, chairman of board, Wallace Barnes Divi-

sion, Associated Spring; Frederick G. Hughes, general manager, New Departure; Edward Ingraham, president, E. Ingraham Company; Dexter D. Coffin, president, C. H. Dexter & Sons Inc.; Stanley S. Gwillim, general manager, Trumbull Electric Manufacturing Company; Oscar G. Knapp, vice-president, treasurer, Clark Brothers Bolt Company.

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**THREE WAR** contract termination schools arranged by the Association were held during May in Hartford, New Haven and Bridgeport for the purpose of making known to war goods contractors and subcontractors the uniform policies and procedures connected with terminations.

Chief subjects taken up at these meetings were: The termination article and notice of contract termination, case study of contract settlement on an inventory basis, method of cost determination, case study of contract termination on total cost basis, interim financing pending settlement of contract termination, and general questions and answers.

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**STATE MANPOWER** Director William J. Fitzgerald has announced that his office has available for Connecticut manufacturers a new "self analysis" program aimed at helping the industrialist secure a more complete picture of his own plant.

The plan calls for questions on exact relationship between departments, clear definition of responsibility of executives and supervisors, what method of co-ordination is being used to train for upgrading, and other information regarding absenteeism, labor turnover, layoffs, discharges, resignations and USES referrals.

## "MUSTS" of TOMORROW

To meet the "musts" of employment and the readjustments of our national economy, American Industry, so many authorities declare, will have to produce and sell in 194-X two and one-half times the volume of 1939.

Can it be done? Why not? Since 1939 the word "can't" has vanished from American industrial thinking. What is necessary will be accomplished.

Who can doubt that smart, colorful, ingeniously-designed folding paper boxes, in vaster quantities than ever before, will be needed in 194-X and thereafter to match the trends of postwar merchandising?

Let Robertson help you plan for them—NOW.

ROBERTSON  
PAPER BOX COMPANY  
MONTVILLE, CONN.  
NEW YORK OFFICE  
420 CLINGTON AVENUE

**THE HARTFORD TIMES** in an editorial treating the visit last month to this state of Latin American representatives declared:

"Some Connecticut citizens may have had their doubts if any useful purpose would be served by the visit to this state of the representatives of 14 Central and South American countries. They may have looked upon it as a bit of grandiose ballyhoo.

"No one who attended the dinner in honor of the guests at the Hotel Bond will have any further misgivings.

"Something of value undoubtedly was accomplished by the visit. It may not mean that there will be a heavy volume of trade between Connecticut concerns and these Latin-American countries at once when the war is ended. There have, however, been definite gains. A solid foundation for business good-will has been laid. A very considerable number of guests from those countries have visited Connecticut, met its citizens, seen its industries and its institutions. Above all they have been treated in a friendly and hospitable manner."

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**AT A SPECIAL** May meeting of the Colt's Patent Fire Arms Manufacturing Company's board of directors steps were taken to advance the reorganization of the company's management started in April when Graham H. Anthony, then president of Veeder-Roof Inc., was elected to head Colt's.

During the May meeting the following three new board members were elected: John H. Chaplin, who succeeded Mr. Anthony in the Veeder-Roof presidency; Lucius F. Robinson, of the law firm Robinson, Robinson & Cole, and William A. Purtell, president of Holo-Krome Screw Corporation, all of Hartford.

They succeeded the following three veteran board members: Col. Louis R. Cheney, prominent in Hartford business circles; the late Harold D. Fairweather, former vice-president at Colt's, and E. Allen Moore, well known New Britain industrialist.

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**AN EXTENSIVE** retooling and reconversion program at Underwood-Elliott-Fisher Company was recently announced by Frederick U. Conard, vice-president and works manager. The changeover was aimed at equipping the factory for new types of war work and was made necessary by the fact the

# **IF PEACE CAME TOMORROW...**

*Would You Be Ready for the  
New Competition Ahead?*

Now, when you are utilizing every available facility for all-out war production it is not easy to find time to think ahead to the return of normal living.

Yet, if you are to be ready for peace time business, you must prepare in advance.

Many manufacturers are doing just that today by modernizing their management controls — Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

The result—their war production is reaching new peaks—and the improvements place them in a stronger competitive position for peace time opportunities and profits.

For information and references, write

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company was nearing the completion of the carbine program in which it had a major role over the past year and a half.

★ ★ ★

**THE COPPER AND BRASS** Research Association has chosen three Connecticut industrialists for high offices in the organization. Robert L. Coe, vice-president of Chase Brass and Copper Company, Waterbury, has been re-elected association president. William M. Gross, vice-president of Scovill Manufacturing Company, Waterbury, and Herman W. Steinraus, president of Bridgeport Brass, were the others named to office.

★ ★ ★

**MACHINE TOOL** manufacturers found encouragement in recent trade reports that increasing military needs were stimulating machine tool output. Where originally it was estimated that 1944's output of machine tools would run to approximately \$325,000,000, this estimate was revised upward to around the \$500,000,000 mark, with monthly production running close to \$50,000,000 from here out. Machine tool makers were among the first to feel the impact of contract

cancellations and cutbacks and even a \$500,000,000 output for 1944 would be a far call from the all-time high production of \$1,300,000,000 reached in 1942.

★ ★ ★

**THE NEW GOVERNMENT** spending committee of the National Association of Manufacturers has as its chairman Lewis A. Dibble, president of the Risdon Manufacturing Company of Naugatuck and Danbury, and of the Eastern Malleable Iron Company of Naugatuck. The purpose of the new committee is to seek a cut in government expenditures.

★ ★ ★

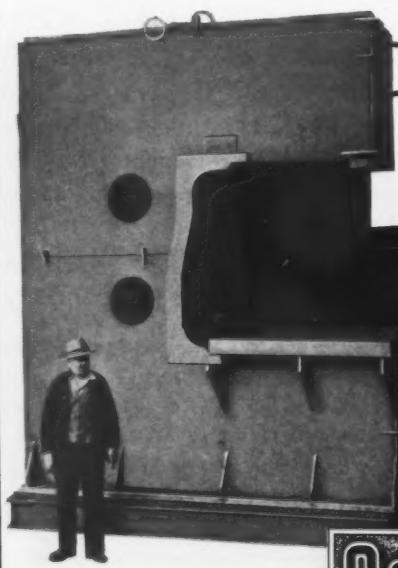
**HAROLD D. FAIRWEATHER**, executive vice-president and director of Colt's Patent Fire Arms Manufacturing Company, died at his home in West Hartford recently at the age of 58. He also served as Treasurer of the Association for three years. He entered the company's employ in 1902 as an office boy and was advanced through various positions including assistant treasurer in 1916, treasurer in 1929, vice-president, treasurer and director in 1937, and executive vice-president in 1939.

**ERNEST W. CHRIST**, vice-president and secretary of Stanley Works, New Britain, died recently at the age of 68. He began as an office boy with the concern in 1894, became secretary in 1919, vice-president and secretary in 1923, and a director in 1937. He was director of all purchasing for the company and its subsidiaries and was recognized in the steel and coal market as one of the best known men in the country. He had just been the recipient of the company's 50 year service pin shortly before his sudden death.

A native of New Britain, Mr. Christ in earlier years did all of the purchasing for Stanley Works but, as his department grew, part of the work had to be delegated to others under his supervision.

He was widely known in state industrial and political circles. A Republican, Mr. Christ served as a State Senator and Representative. As a House member he acted as chairman of the House Committee on Finance and as a Senator he was chairman of the Appropriations Committee. Three governors honored him with appointments. Governor Holcombe named him to the Industrial Wastes Committee, Gover-

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{ Our Design and Engineering Section, which is doing important work for  
the Army and Navy, has now some available time for work for others. }



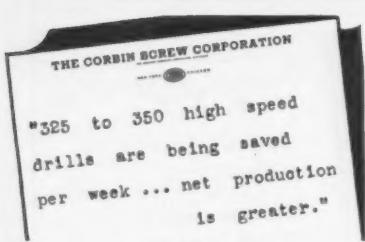
1. Machine and mechanical design including complete layout and detail drawings, construction of prototypes, model making, and the manufacture of duplicate machines.
2. Electrical equipment development including design, drafting, and assembly of both simple and complex circuits.
3. Mechanical and electrical devices involving electronics, including audio amplifiers, photo-tubes, telephone circuits and creative design and production of recording equipment having both crystal and magnetic recording and reproducer heads.
4. Optical work including the design and construction of various optical units in the projection field including photographic technique, motion picture, and optical systems involving condensers, prisms, and associated reflector equipment.
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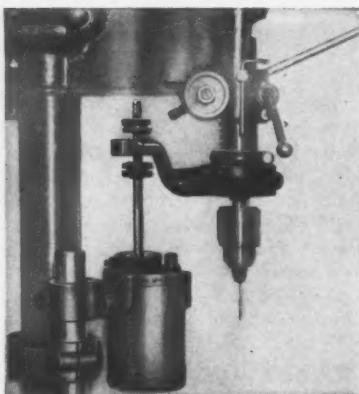


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nor Templeton to the Tax Exemption Committee, and Governor Trumbull to the State Board of Healing Arts.

Mr. Christ was a director of the Stanley Chemical Company, Farmington River Power Company and Savings Bank of New Britain. He was a member of the American Iron and Steel Institute, Connecticut Purchasing Agents Association, and was first president of the New Britain Chamber of Commerce.

★ ★ ★

**CENTRAL CONNECTICUT** manufacturers during April received new war contracts valued at more than \$200,698,978, according to announcement by C. A. Woodruff, War Production Board official. He said that since January 1, some 189 new contracts have been approved for the area and only 11 denied.

Mr. Woodruff said the growth in new war contracts was due largely to the amount of subcontracting undertaken by holders of prime contracts. He said it reflected improvement in the organization of production facilities, a better utilization of labor, and a material drop in labor turnover.

★ ★ ★

A TOTAL of 1,233 New Departure war workers will have been employed at the company's plants 20 years or more as of July 1, according to a recent announcement from Bristol. The 1,233 represent 29,850 years of service, including a new 20-year class of 215, among them a dozen women.

★ ★ ★

REAR ADMIRAL D. C. Ramsey, chief of the Bureau of Aeronautics,

and Captain J. E. Pixton, Hartford bureau representative, have jointly congratulated the management and employes of the Hartford Electric Light Company for performance in "the finest of American traditions." The high commendation from the Navy came as a result, primarily, of the company's record in meeting unusual demand for power from the United Aircraft Corporation and other munitions makers.

★ ★ ★

**MISS ZASU PITTS** of the screen and stage recently visited employees in the plants of Patagansett Finishing Company, Niantic, to talk to them regarding the important contribution each is making to the war effort. Miss Pitts has long been a personal friend of Irving C. Marcell, president of the company and of Marsales Company in New York City.

★ ★ ★

**LABOR - MANAGEMENT COMMITTEES** at well-known Greater Hartford plants have been the subject of much praise in recent weeks as a result of the excellent records they have achieved in helping to boost production.

Fuller Brush Company has come forward as the first industrial concern in the area to reach the goal of an approximate 10 percent production increase through the operations of such a committee. Alfred C. Fuller, board chairman and president of the Manufacturers Association of Connecticut, lauded the company's committee as an organization that is "working out very well." He said the committee has made



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"real progress toward greater efficiency."

At Wiremold Company a new war production drive has been launched under sponsorship of the labor-management committee with a view to increasing production, better utilizing manpower, and helping the area get out the critical labor shortage area classification. The committee is strongly supported by President D. Hayes Murphy, who has sharply expanded the committee membership and activities.

The unit at Pratt and Whitney Division of Niles-Bement-Pond Company, one of the oldest labor-management committees in the country, has been commended by Clayton R. Burt, board chairman, as being "of great value in maintaining production and utilizing manpower."

Charles W. Deeds, company president and general manager, said the company is planning to expand the committee where necessary to meet war production demands. He said: "The management here thinks it has accomplished a lot and has done a good job."

Ellsworth Grant, company personnel manager and co-chairman of the committee at Allen Manufacturing Company, said the committee's "net result is not only more and better production, which comes first, but greater understanding among all employees of the final goal" in the war production drive.

★ ★ ★

**RAYMOND R. SEARLES**, vice-president and works manager of Fafnir Bearing Company, died recently at his home in New Britain. As works manager he had been in charge of all manufacturing and engineering activities. He was widely known in the anti-friction bearings field and had taken out numerous patents on improvements in ball bearings.

His first job was in a Hinsdale, N. H., paper mill and then in an automotive plant in Keene, N. H. As a young man he joined the Standard Roller Bearing Company in Philadelphia. From there he came to the newly organized Fafnir Bearing Company nearly 33 years ago.

Mr. Searles's first job at Fafnir was as operator of the only big automatic in the plant. He grew with the ball bearing company and in 1920, nine years after coming to New Britain, he was made vice-president.

Chairman E. H. Cooper of the Fafnir Board and President Maurice Stan-

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# WARD LA FRANCE TRUCK DIVISION

**GREAT AMERICAN INDUSTRIES, INC.**  
GENERAL OFFICES, MERIDEN, CONNECTICUT

This division of Great American Industries, Inc., located at Elmira, New York, has long been famous as a manufacturer of motorized fire apparatus and commercial motor trucks.

Its wartime assignments include Heavy Wrecker Trucks for the United States Army, of which it is the nation's principal manufacturer; also, military, naval and essential civilian fire equipment.

Authorization has been granted by governmental authorities to produce a limited quantity of commercial trucks during the latter half of 1944. This will help make it possible for the division to achieve full production of much-needed motor trucks, at an early date, after the needs of war have been fulfilled.

★

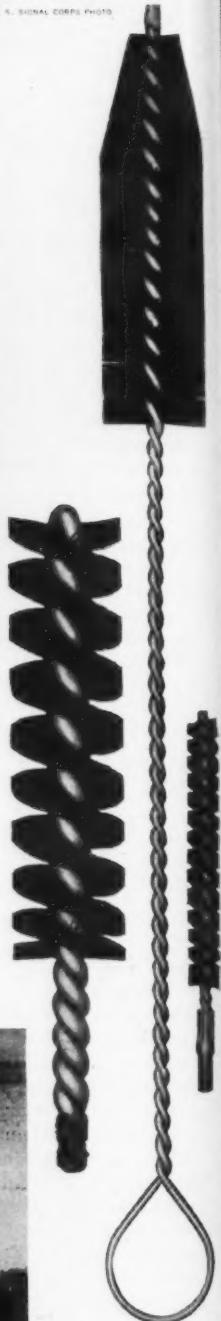
*This advertisement is published by Great American Industries, Inc., 70 Britania St., Meriden, Connecticut to acquaint Connecticut people with the company's out-of-state divisions.*



U. S. SIGNAL CORPS PHOTO



MILLIONS of gun brushes for the Army and Navy



## Fuller Twistbilt Small Arms Cleaning Brushes Help Keep Rifles and Machine Guns Ready for Action

MAKING fine brushes for household and industrial use has been the life-time job of the men and women of The Fuller Brush Company. Today this skill is at work producing gun cleaning brushes for the Army and Navy.

Since the first order was placed with us for these special gun brushes we have delivered millions of them. Our patented Fullergrift construction has proven the ideal method of making the larger sizes of gun bore cleaning brushes. But in sizes small enough to get through the barrels of Garand and Springfield rifles, machine guns and 20 mm cannon, the old, time-tested twisted-in-wire principle of brush construction remains the most practical.

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enables them to meet the exacting requirements demanded by the Ordnance Departments. Uniform twisting, even trim and precise "load" of filler material distinguishes them from ordinary twisted-in-wire brushes. Our engineers working in conjunction with the Army and Navy, have developed numerous improvements and methods of manufacturing and testing, resulting in a better product and substantial savings in strategic raw materials.



U. S. SIGNAL CORPS PHOTO



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HARTFORD, CONNECTICUT

Pioneer manufacturers of brushes for home and industry  
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ley paid Mr. Seales the following tribute:

"Ray Seales was typical of the best in American industrial life, a man who from a humble start developed qualities of mechanical skill and organizing ability by which he rose to a position of leadership. He was one of a small group of men who a third of a century ago recognized the need of an American ball bearing industry and did not hesitate to join the pioneers in the field. His associates in that industry, his thousands of co-workers with whom he was extremely popular, and his many friends outside of the plant will find in his death the loss of a man of sterling and able character."

★ ★ ★

**WILBUR C. STAUBLE** was elected executive vice-president and Paul W. Klooz, vice-president of Holo-Krome Screw Corporation of Elmwood, President William A. Purtell recently announced. Mr. Stauble, one of the company's founders, has served as vice-president, secretary and sales manager, while Mr. Klooz has served as superintendent for seven years.

Mr. Purtell also announced that William McCombe has succeeded Mr. Klooz as superintendent. The former joined the organization as a draftsman in 1934 and for five years acted as assistant superintendent. Edward Zimbowski, who has served as general foreman for two years, has become superintendent.

★ ★ ★

**WALDRON C. BEEKLEY**, former vice-president and secretary, has been elected president of Whitlock Manufacturing Company, Elmwood, succeeding the late James L. Goodwin, who held the position since 1925.

Born in Philadelphia in 1886, Mr. Beekley was an honor graduate in engineering at the University of Pennsylvania. Before joining Whitlock in 1909, he was connected with Brady Brass Company of New Jersey. He joined the Elmwood concern as a chemist and metallurgist and since then has held various executive positions.

★ ★ ★

**AN APPOINTMENT** as treasurer of the American Field Service, Volunteer Battle Ambulance Corps, has gone to Roy C. Wilcox of Meriden, vice-president of International Silver Company and former lieutenant-governor of this state. Mr. Wilcox was an American

Field Service ambulance driver in France in World War I.

★ ★ ★

**MANNING - BOWMAN COMPANY** of Meriden has been authorized by the War Production Board to manufacture 38,500 electric irons. The Meriden firm's authorization was part of a total quota of 157,100 irons given to seven companies, all classified in group 1 critical labor shortage areas.

★ ★ ★

**FOR THE FIRST TIME** in Hartford, the doors of the AFL trade unions' hall were open recently to the CIO as the two groups got together to organize for the November election in support of a fourth term for Roosevelt. Both factions aim at the goal of getting 50,000 Hartford workers and their families solidly behind the drive for FDR.

Workers are being solicited by union representatives to become registered Hartford voters. Information is being furnished them concerning the dates

and hours of registration. The city has been broken down into wards and precincts and union men have been assigned districts to solicit votes.

★ ★ ★

**THE HIGHEST** production honors—the Army-Navy "E" flag with four consecutive renewal stars—have been awarded to seven New England war plans operating with labor-management committees, according to Frederick Bowes, Jr., regional manager of the War Production Drive for the WPB.

The companies are Bridgeport Brass of Bridgeport, Chase Brass and Copper of Waterbury, National Fireworks of West Hanover, Mass., Naval Ammunition Depot of Hingham, Mass.; Naval Torpedo Station of Newport, R. I.; Boston Navy Yard, and Quincy-Adams Yacht Yards of Quincy, Mass.

★ ★ ★

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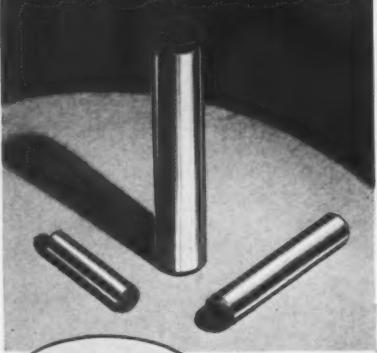
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What does TRU-GROUND signify in a Dowel Pin? In precision it means that the pin is ground to a limit of .0002" over basic size, with an allowable tolerance of plus or minus .0001".

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For accurate locating of work, for retention that defies dislocation under severest stresses, specify ALLEN TRU-GROUND Dowel Pins.

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THE ALLEN MFG. COMPANY  
HARTFORD, CONNECTICUT, U.S.A.

of national awards given by the War Production Board in Washington to war workers for ideas, suggestions, and gadgets to speed output and shorten the war.

Winchester Repeating Arms Company of New Haven headed the honor list for the region with eight winners. They were John E. Hayden, George E. Pfnausch, Emil Simler, Henry Ball, Morton Kendall, George Dickerson, William Lyons and Raymond H. Hill. Pratt and Read Company's Gould Aeronautical Division at Deep River has one winner, Dan Fox, and Pitney Bowes Postage Meter Company of Stamford also had one, Joseph Rustici.

★ ★ ★

WILLIAM R. WEBSTER, chairman of the board of directors of Bridgeport Brass Company, was given a testimonial dinner May 16 by the Bridgeport Section of the Society of Mechanical Engineers in celebration of his 50 years of membership in the society.

The guest, a former director of the Manufacturers Association of Connecticut who has always championed the work of the association, was feted at the Algonquin Club in Bridgeport by friends and colleagues who praised the services and lauded the leadership he has symbolized to the mechanical engineering field and to his city.

R. M. Gates, association president, presented a 50-year pin to Mr. Webster. In accepting it, Mr. Webster said that in his 50 years in the mechanical engineering field a greater advance has taken place in material things than ever before in a similar period in the nation's history. He said he hoped the coming 50 years will show an even greater advance.

Among the speakers were W. Gibson Carey, president, Yale and Towne Manufacturing Company; Mayor Jasper McLevy; George E. Crawford, Chamber of Commerce president; George Hawley, Bridgeport Gas and Light Company president, and Arthur Keating, Bridgeport Engineering Institute president. Herman W. Stein-kraus, Bridgeport Brass Company president, was master of ceremonies. Col. J. D. Skinner was in charge of arrangements. Other guests included industrialists and Lt. Cmdr. G. S. Barker, USNR, and Capt. Sandham, USA.

★ ★ ★

A REPORT of substantial progress in revising forms A and B of the Office of Price Administration has been sub-

mitted by a panel of the Subcommittee on Financial Reporting Forms of the Advisory Committee on Government Affairs, of which Joseph B. Burns, Counsel of the Association, is a member.

The report, given May 11 to the Division of Standard Statistics of the Federal Bureau of the Budget, said the arrangement of Forms A and B to conform to general accounting practices will materially reduce the time required for preparation of these forms by industry.

The panel also estimated that the time required by the Financial Auditing Division of the OPA for review of the new forms will be a maximum of 25 minutes as compared with approximately one hour for the old forms.

Other highlights of the report show that the old form of 20 pages has been cut to four pages, that the pages of instructions in the old form have been reduced from 16 to two; that the page size of the form has been sliced from 8.13 by 14 to 8.5 by 11 inches; that the page size of the instructions has been changed from 9.5 by 6 to 8.5 by 11 inches, that the reading time of the form and instructions has been cut from 72 to 16 minutes, and that the paper weight of 20,000 reports has been decreased from 10,750 pounds to 1,400 pounds.

★ ★ ★

JOHN B. CHALMERS, director of training schools and safety engineering of the Yale and Towne Manufacturing Company, Stamford Division, died May 23, at the age of 61. He made an outstanding contribution in the field of in-service vocational training during the 27 years he directed the company's in-service vocational training and the short-term war production training schools for semi-skilled machine operators.

The training director was also known nationally for his contribution in the field of safety engineering through practices he instituted not only in the Stamford Division of Yale and Towne but also in its plants in Philadelphia, Chicago, Canada, and through his work with the American Standards Association.

★ ★ ★

ORVID RISO has been appointed advertising director and Langdon H. Roper assistant to President H. W. Harwell at Great American Industries Inc., which has a plant in Meriden.

Mr. Riso will be responsible for the advertising and public relations of all divisions of the company.

A former advertising and sales promotion manager of the international division of Radio Corporation of America, Mr. Riso more recently was connected with Young and Rubican, New York advertising agency.

Mr. Roper, recently released by the War Department after two and a half years in government service, formerly was president of Ingersoll-Waterbury Company, Waterbury, and for many years was vice-president and director of export sales for Valentine and Company, New York.

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## REVIEW OF RECENT "E" AWARDS

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(Continued from page 15)

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Lt. Elisha P. Douglas, USNR, acted as master of ceremonies, Mayor Joseph W. Darcey of Winsted gave the address of welcome and Attorney General Francis A. Pallotti represented Governor Baldwin who was unable to attend because of another engagement for that day. "We are all very proud of the record of the Sterling Engineering Company and congratulate both the management and the employees of the concern who have so faithfully performed their duties in turning out the much-needed war materials for our armies," wrote the Governor.

Lt. Comdr. J. D. P. Hodapp, USN, (Ret.) now assistant to the general manager of Chance-Vought, one of the companies to which the Sterling Company supplies war goods, praised the effort of the Lavieri brothers and said that their work had been precise and "carried out to the letter."

Admiral Cluverius, who was on the battleship "Maine" when it was sunk in Havana Harbor during the Spanish-American War, asserted that "the clouds are parting on the Pacific horizon and a fanatical foe is beginning to retreat" as he handed the "E" flag to superintendent John Lavieri.

"No matter how we may work, our sacrifices cannot compare with those in the armed forces, the Army and the Navy," responded Mr. Lavieri. Token "E" pins were presented by Colonel John R. Reitemeyer, public relations officer of the Eastern Defense Command. Colonel Reitemeyer, who had

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lived in Barkhamsted for 17 years, traced the contributions made by Litchfield County industries to previous wars and noted that the armor which encased the "Monitor", which fought a famous duel with the Confederate "Merrimac" in the Civil War, came from that part of the state.

Royden L. Prindle, oldest employee in point of service, acknowledged receipt of the pins on behalf of all employees. Following the ceremonies a banquet, attended by over 350 persons, was held at Odd Fellows Hall, Winsted.

★ ★ ★

**AGAIN THE NAVY** has recognized the continued excellence of the Farrel-Birmingham Company war production record by awarding the Navy "E" for the fifth time to its three plants in Ansonia and Derby, Connecticut, and Buffalo, New York.

In the notification of the fourth renewal of this honor, Admiral C. C. Bloch, U.S.N. (Ret.), chairman of the Navy Board for Production Awards, heartily congratulated every man and woman of the Farrel-Birmingham Company for the splendid record they have established and maintained. He stated that the determined support of all is required to back up our courageous men on the battle fronts.

In his acknowledgement J. W. Haddock, president of the company, pledged the continued effort of the entire Farrel-Birmingham organization to produce needed equipment to meet speedily and thoroughly the requirements of the services.

The "E" award, traditional Navy symbol for a job well done, was originally made to the three Farrel-Birmingham plants in Ansonia, Derby and Buffalo in March, 1942, only three months after Pearl Harbor, and subsequently renewed in October, 1942, March, 1943, September, 1943 and again at the present date, each renewal adding another prized white star to the burgees which are flown over the company's plants.

In addition to making marine gear drives, the company builds heavy machinery for other war production plants in the steel, non-ferrous metal, rubber, plastics, paper and other industries.

★ ★ ★

**THE WIREMOLD COMPANY**, Hartford, has been awarded the Army-Navy Production Award for the second time.

When the six-month period following the original award on July 10, 1943, had elapsed, it was found that the only deterrent to the company's being granted the privilege of flying the flag with a star was its attendance record. Working through the Labor-Management Committee, the employees were told why the star was not forthcoming on schedule. This resulted in a constant improvement until, on May 27, the company was informed by the Under Secretary of War that the award had been made.

commend the words of Dr. Wriston, "Conquer poverty by the only credible method, by production upon a basis so efficient, upon a range so vast, upon a scale so magnificent that the real wealth of the world flows to the common man." This, I believe, is the challenge to free enterprise. And I believe it is a challenge, that once accepted, can result in the expanding economy even better than that of which our theorists now speak so glibly.

More important than any contest of words between those who preach of "production for use", and those of us who believe in free enterprise is the fact that the men who are returning from the wars will want a decent job at decent wages waiting for them. Some of these men will want to go into business for themselves. I believe, with all the sincerity of my being that these our national ends will best be served by a whole-hearted adherence to the system of free enterprise.

If there are major changes to be made in our economic system, I for one would prefer that these changes be made at the behest of, and with the approval of those who are now fighting for the preservation of all of us and our institutions.

No, business need not "pretend" an interest in common with the man in the street. There is no need for pretense because their interests are the same: the promotion of prosperity in the postwar period by men working together producing useful things, in decent jobs, at decent wages. The business man, the worker, those who have the interests of labor, of the returning veteran and the displaced war worker at heart should be most articulate now in standing up for these things, for these are the ones who will suffer most if government abandons the good, familiar ways of free enterprise and espouses alien ideas.

Comrade Browder of the Communist Party—or the Communist Political Association as it is now called—says "that unless full postwar employment is provided under capitalism another system may be required. He doesn't say what system. Want to guess?

Photographs in this issue, requiring credit, were gathered from the following sources: Cover and pages 6, 7 and 8, Official U. S. Navy Photos; Page 9 (bottom), I. A. Sneiderman; Page 10 (third from top), E. J. Doran; Page 14, (Manning, Maxwell & Moore), Bob Altieri; Page 15 (Diamond Hill), William Allen, Greenwich; (Bead Chain), E. J. Doran.



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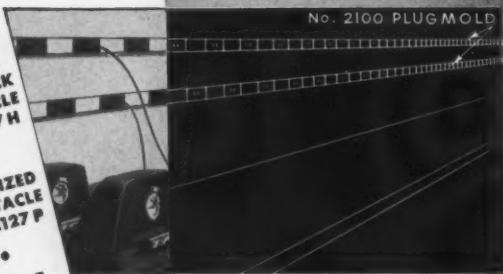
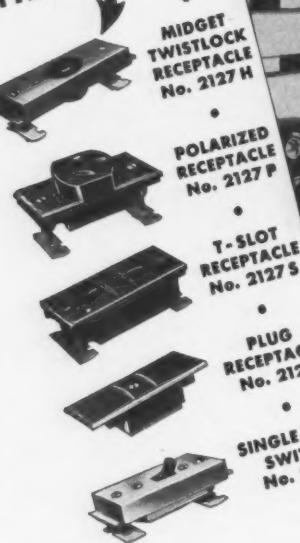
the problem

Test rack wiring  
for nation economy  
and simplified  
hook-up

the answer

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Plugmold finds application wherever power must be brought to the workers' fingertips in industry. Future planning for hospitals, schools, stores, public buildings and homes will also stress this most modern approach to wiring for functional utility. Write for Plugmold data sheets and new Wiremold bulletins detailing installation.

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AND YOU KNOW THE ANSWERS

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## INDUSTRY JOINS THE SEABEES

(Continued from page 8)

Now the burden must pass to you men to keep them supplied with the material and tools. With the proper and concentrated efforts of all concerned, there can be but one result—Victory."

Restricted movies demonstrated graphically the development of the Seabees from the initials CB (Construction Battalion) some three years ago when the quota for men was only 6,000 up to the present quota of over 240,000. Approximately 140,000 are showing the "can do" spirit of men who have earned the slogan "We Build—We Fight". Climaxing the first indoctrination, the industrialists listened to Aurilio Tassone of Massachusetts tell how he silenced a Jap machine gun nest by covering it up with his bulldozer; to Sidney Azorsky tell of his hair-raising experience on board an unescorted merchant ship that rushed 2,000 bombs that saved the day at Guadalcanal; and to Jack Prickett of California, who gave a first hand account of the bloody days during the landings at Salerno.



### Snores and Creaks

Just to make the night complete, the civilian "boots" secured permission to enter the Canteen in their fatigue uniforms where they talked until taps drove them to their bunks . . . to sleep . . . Ah! there was the rub. In the semi-darkness, creaking springs mingled with low conversation and a variety of snoring from the soft lapping gentle brook type—to the kind that vied with the hair-splitting crescendo of a dive bomber. Even a hard-bitten regular drawled, after an abrupt silence following one fierce attack, "Gad, he must'a struck a knot." An unfortunate rookie from Hartford found his bed "frenched". He remade it for the amusement of a hundred nearby innocents.

### The Second Day

In spite of fitful slumbers, next morning at 5:45 found the civilians shaving and washing, elbow to elbow, with the "regulars", and afterwards panting through setting-up exercises for 15 minutes with ten thousand on the parade field. More razzing—"Pull in your belly, Pop." Breakfast—and were they ready for it! Eggs and cereal and fruit enough for three nor-

mal "quickies" usually taken on the run before going to work.

Filled to capacity, the Connecticut executives were ready for the stiff 15 hours mapped out for them by Lt. Commander W. R. Lockhart. They had not traveled far in their visitation to some 15 of the 46 training schools, which give the "know how" that makes possible the "Can Do" slogan of the Seabees, when they came to the conclusion that one cannot possibly know about the highly efficient training machinery set up by the Navy at Camp Endicott through reading; it must be seen to be appreciated. Little by little their amazement grew as they watched the enthusiastic youth and even middle-aged trainees "digging in" to learn how to handle efficiently the tools of the various trades from the crudest to the most modern in the following courses: blacksmithing, refrigeration, welding, machinery, signalling, drafting, communications, piping and heating, vulcanizing, and diving. They witnessed demonstrations that left no doubt that the Seabees, once trained, could build a refrigerator out of blown-up bits of a PT boat and a few oil drums and literally construct a car or tractor from a motor block, four wheels and some old iron.

After route-stepping from one technical training course to another, the Connecticut "rookies" were ready for one of their most thrilling experiences—riding for an hour in four of the highly maneuverable Higgins landing boats in Allen's Harbor. In the harbor were numerous steel pontoons with various sizes of derricks on them as well as a large dry dock—all of which were grim reminders of the causeways, dry docks and ship-raising platforms that made the invasions at Sicily, Salerno, Anzio, in many South Pacific Islands and in Normandy, successful.

The afternoon of the second day found the "civvies" on the march to the "USS Never Sail" (simulated ship for training of stevedore battalions with concrete decks built on ground to scale of a Liberty ship with all equipment duplicated) where they watched heavy boards being made into packing boxes, filled with sand and then loaded and unloaded by trainees of a stevedore battalion. Here and in the shop, where nets were being woven, the Navy cameraman posed a number of photos of the make-believe Seabees by town groups.

Next in the eye-opening process came the march to the earth-moving area to see bulldozers and steam shovels

literally talking the language of newly invaded battle areas where in 24 to 48 hours air strips and fields are frequently made to appear in place of bomb craters and stench-filled jungle. More cameras clicked to produce make-believe bulldozers and shovel operators out of production superintendents, employee magazine editors and the top kick managers themselves to show the boys back in the shops.

Forward . . . March . . . One . . . two . . . three . . . four . . . Add-il-ie-op . . . add-il-ie-op . . . Cadence . . . and the march was on to the "land of make-believe" where the fine art of camouflage defied the best eyes in the amateur "boot" crowd to find seven concealed Seabees hidden in a comparatively open space. Ssh . . . military secrecy compels silence on all the other surprises except a typical South Pacific foxhole, which made everyone soberly promise himself to give his job everything he had upon his return in order that the stay in these holes may be shortened for the boys who live in them.

A brief fire-fighting demonstration . . . chow . . . movies . . . USO show and a much appreciated party by petty officers tapered off the second day into the dimly lit row of bunks in the barracks.

### Third Day

The morning of the third day . . . wash . . . shave . . . breakfast . . . colors . . . and then an outline of the military training program for the day . . . a march to chemical warfare section . . . practice gas-mask drill . . . sniff tests of tear gas . . . march to military training area . . . bayonet drill and duel . . . hand grenade demonstration . . . infiltration of enemy lines under simulated combat conditions . . . photos of group listening to William Patrick Hitler, a Seabee and nephew of that — Adolf.

Commando obstacle course next faced the rookies and some actually surprised themselves that they could surmount parts of it without any broken bones, including the skull.

Lunch again . . . march to drill hall for introduction to afternoon events . . . demonstration of weapons . . . firing of flat trajectory weapons . . . aircraft recognition . . . and best of all 40 minutes of judo combat with all the grunts, groans and faces of a typical wrestling match . . . farewell talk by Captain Rogers, USN (Ret.), Commanding Officer. Acknowledgment and appreciation by Donald

## EXAGGERATED perhaps . . . but!

THERE'S FOOD FOR THOUGHT IN THE QUOTATION, "IF YOU HAVE NOTHING TO ADVERTISE, ADVERTISE YOUR BUSINESS FOR SALE."

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Sammis and the writer . . . march to barracks, 10 minutes to change to civies, pack, collect and bundle GI clothing and bedding and board waiting busses . . . Return GI equipment . . . "Anchors Aweigh" for train at Kings-ton.

Some of the wide variety of conclusions and convictions reached by the individuals as expressed during the trip home were: 1. Best experience of a lifetime. 2. Greater appreciation of rigid training being given to boys who are doing the fighting. 3. Realization of vast amounts of equipment required and how it is used. 4. Supreme confidence in victory through the combination of spirit, training and equipment they had witnessed. 5. Determination to increase production. 6. Belief that Seabee training will be great aid to men and industry after war.

After further reflection since returning to their jobs, more than a score of the synthetic Seabees have written in high praise of what the trip meant to them and that they planned to back up the Seabees further.

Among the most interesting of these comments were the following:

1. "I think the two things that impressed me most were the wonderful opportunity these boys have for practical training and experience in one or more trades and the splendid spirit which seems to have been developed. Many young fellows are finding out for the first time what they like to do and what they are fitted to do and they are being given the equipment and supervision to provide them with the fundamentals at least of a particular skill or vocation."

2. "The value to our Company lies in the knowledge gained and brought back that our uniform fabrics are on the job and a source of pride to the boys, who were loud in their praise of the dress blues especially. It is reassuring to our employees to hear directly from actual contacts with enlisted men and to know their war effort is really in their fighting."

3. "I was greatly impressed by the magnitude of the camp and the amount of equipment necessary to training men for this branch of the service. It requires far more equipment and supplies than I had imagined. When one stops to realize that this is only one training camp out of the vast number scattered over the country and abroad, the need for the greatest possible production in our plants becomes apparent."

4. "The experience of living with

this outfit was an inspiration to me and I think I may have imparted something of that feeling to our organization."

5. "The trip was of real value to me as it gave me a great impression of the way those in charge have tackled the job of training the Seabees. To see some of the work turned out after only three weeks intensified specialized training certainly proves they have the right method. And the whole trip certainly further proved the important place the Seabees are filling in this big job. I think our talks to the boys have helped some around here and this work will be followed up with something in our little shop paper."

6. "We enjoyed the trip very much and were impressed with the excellent training of the Seabees. Will send you copies of plant paper next week."

7. "I noticed that most all of the training personnel in every branch of the camp is a top notcher in his partic-  
ular trade which I think is very commendable, as this type of instructor fits the personnel with a wonderful working knowledge for carrying out his duties at the camp and also when the war is completed he will have this knowledge for his own benefit to carry on in civilian life."

8. "While the program perhaps was a little strenuous for some of us fel-  
lows who are no longer boys, it was worth every bit of the energy required to get around and do the things that we are caused to do. My only regret is that we didn't have at least one more day as I was just beginning to hit my stride."

9. "I was impressed with the earnestness shown by all officers and men wherever we went, in their con-  
versation, and in their activities. They know how to instruct others in a direct and understandable way and are consequently obtaining remarkable re-  
sults in a very short time. It was very noticeable that the instructors and leaders have the respect of the students, who look to them, with confidence in their ability to do anything they ask the students to do."

10. "I found the morale of the men at Endicott excellent. They told us they have lots of arguments, but they're saving their Seabee-acquired defensive knowledge for the day they face—and rout out—the enemy. And woe unto them if they muss up any of the Seabee jobs!"

11. "Expressed as briefly as possible, we came away with the feeling that,

even though none of them said so in so many words, each Seabee was quietly confident that he could lick any man or any situation that he was likely to be called upon to face. There was no evidence of vainglorious boasting in this attitude but merely a justified feeling of confidence in his own ability and in the efficiency of the tools with which he was supplied."

12. "One of the things that impressed me more than anything else was

the concentrated educational program that was put on, which apparently is something we could all take pointers from and improve our own training program at home. I hope we can get something really good out of that."

13. "Underneath the traditional griping of every healthy American soldier can readily be seen the fine spirit of the Seabees."

14. "In general, I came away from Endicott with two distinct impressions:

our forces are well equipped, well trained and enjoy a high morale—we have nothing to fear about the ultimate outcome of the conflict. And secondly, it is going to take a pile of war bond purchases to finance this tremendous undertaking, but it will be money well and wisely spent."

To sum up the unanimous conclusions of all: They came, they saw, and went away amazed and determined to "better their best" previous war effort.



## OVER THE DESK AND ON THE ROAD

C. L. EYANSON  
*Executive Director*

THE acme of something or other is to be found in the decision released by the New York State Labor Relations Board in which it was decided that Patrick Finn, who has been employed for 14 years as a maintenance worker in a New York City loft building, constitutes a bargaining unit under the law. Accordingly, Patrick must cast his ballot in a one-man election to determine whether or not he wants to be represented by Local 94 of the Union of Operating Engineers. Why don't they just ask him?

And there are those who want a baby Wagner act put on the Connecticut statute books.

★ ★ ★

Give W. A. Johnson some of the credit for the success attending the recent visit of the Latin-American delegates to Connecticut. The State Development Commission tells us that he did a great job.

Mr. Johnson, as you know, is manager of the Foreign Trade Department of the Association and manager of the branch office of the Bureau of Foreign and Domestic Commerce, U. S. Dept. of Labor, located at Association headquarters.

★ ★ ★

"I am opposed to modernizing its (the Constitution's) features by the

form of its administration with a view to conciliate a first transition to a President and Senate for life and from that to a hereditary tenure of these offices and thus to worm out the elective principle. If some termination to the services of the first magistrate be not fixed by constitution, or supplied by practice, his office, normally for four years, will in fact become for life; and history shows how easily that degenerates into an inheritance."—Thomas Jefferson.

★ ★ ★

Another Connecticut first. She is the only New England state which has had an increase of up to 10% in population for the years 1940-43. The other states in the union in the same bracket are Oregon, Virginia, Michigan, Florida and Utah. All others of our competing states had losses in population for the period.

★ ★ ★

Not long ago as we were coming out of our town hall we met a distinguished editor. He had spent a considerable amount of time in explaining to the ration board why he ought not be permitted to go without hot water. We had quite a sympathetic talk for we had been through the same thing a few days before. The *Hartford Courant* carried the following editorial last week:

"Our heartfelt sympathy goes out to Mr. Anthony Arpaia, director of the OPA in Connecticut, for the unhappy dilemma in which he now finds himself as the result of being the recipient of 2200 gallons of fuel oil for which he—of all people—had no ration coupons. According to the records, Mr. Arpaia received 7700 gallons of fuel oil to heat an apartment building he owns in New Haven, although his basic oil ration, for which coupons had been issued to him, amounted to only 5500 gallons. Furthermore, while the matter is being investigated, the New Haven local rationing board has granted him coupons for 1100 additional gallons of oil in response to his 'hardship appeal.'

"Not for a moment would we suggest that Mr. Arpaia has unwittingly violated the regulations of the OPA. We sincerely believe he is the victim of circumstances. But his own fervid explanations sound strangely like those that have been offered by all the little citizens who, pleading for additional coupons, have lined up at ration-board counters this past winter.

"We hope the misfortune of Mr. Arpaia and his oil coupons will bring home a lesson both to the head man and to all who function under him. That lesson is this: The citizen who comes back for additional allotments is not necessarily trying to 'beat' the local rationing board. All too frequently the ordinary citizen has been lectured, catechized, adjured, and in general, made to feel several degrees lower than the ordinary housebreaker when he has made his timid application for an extra allotment of one hundred gallons of fuel oil.

"Although we sympathize with Mr. Arpaia's unhappy predicament, we can understand, too, the almost sadistic pleasure that hundreds of ordinary folks will feel now that the head of the OPA has himself fallen into the labyrinth of the fuel oil rationing system."

We have often wondered why they call them cobwebs when it is a spider that makes them.

★ ★ ★

After talking with one of our federal officials the other day about what he was planning in the way of new directives it appeared to us that he was in about the same position as Stephen Leacock's horseman who mounted his steed and rode off in all directions.

★ ★ ★

Joshua Brooks, so well known throughout the eastern states for the indefatigable way in which he built and carried on the Eastern States Exposition at Springfield, celebrated, with Mrs. Brooks, their fiftieth wedding anniversary on June 6. Characteristically, both refused to permit any celebration of the event during these war times, but be know that they received almost countless letters from their friends.

★ ★ ★

Eric Johnston took a tip when he went to Russia to talk with Mr. Stalin. The fellow who immediately preceded him was ordered to a monastery to meditate.

★ ★ ★

We all know that Connecticut stands first among all the states in the union in the per-capita dollar volume of war contracts. That doesn't mean, however, that this little old state has slumped in its contribution to man and woman power for the armed forces. She stands twentieth among the states

in the number of men contributed and fifteenth in the number of women, although she is thirty-first in population. In other words, Connecticut has contributed 6.5% of her population. The only states with a fraction of a percentage higher are New York, New Jersey and Pennsylvania.

★ ★ ★

There is a manufacturer in Stamford whom all of you know who has been a vegetarian for a great many years. I was in his company the other evening and the subject of the use of vegetables as a sole diet came up as it always does when this gentleman is present.

Another friend who was present stated that he too was a vegetarian but that he let the cows, sheep and hogs do the vegetable eating and took out his in roast beef, mutton and pork.

★ ★ ★

Roy Wilcox, vice president of the International Silver Company and former Lieutenant Governor of the State, succeeds Tommy Hitchcock as treasurer of the American Field Service. The latter was killed in a plane crash in England a short time ago. Roy served in a French ambulance unit during World War I.

★ ★ ★

It isn't necessary to be an ambassador or to go to South America to be an ambassador of good-will.

The high esteem and affection in which Governor Baldwin is held by the distinguished Latin Americans who visited Connecticut is, according to word

received from South America, testimony to that fact. Connecticut stands high—thanks to the Governor who was with the delegation constantly.

★ ★ ★

The Civil Service Commission has ruled that under the Hatch Act industrial members serving on governmental boards on a per diem basis cannot indulge in political activities during the days which they are actually in federal service! It was pointed out that the working "day" is interpreted as extending from midnight to midnight.

★ ★ ★

There are those who feel that there is still an opportunity for a dark horse in the Republican presidential nomination race. Joe Gaspipe wants to know what kind of a president we think a horse would make! Maybe not so bad.

★ ★ ★

We hear a lot about manpower needs, but it was mind-power that had a good bit to do with American industry.

★ ★ ★

In the first three months of 1944 there were 1020 strikes compared with 643 and 571 respectively for the same three months in 1943 and 1942. The number of workers involved increased from 154,343 in 1942, to 203,998 in 1943 and to 340,000 in 1944 for the same three months.

We read somewhere of a "no-strike pledge" and we also recall that it was claimed that the federal legislation

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which is now on the statute books would prevent strikes!

★ ★ ★

Attorney General Biddle held that the President had the right of seizure in the Montgomery Ward case because no person or plant within the United States is immune to the presidential power.

★ ★ ★

Only 11 days before Montgomery Ward was taken over by the government under the guise that it was an essential war industry, the War Labor Board ruled that Sears, Roebuck & Co. "is not engaged in war production." On that basis the Chicago Regional Office declined to assume jurisdiction in a labor dispute. Our old friend, John Gaspipe, wants to know how they get that way.

★ ★ ★

And an armed guard was waiting at the main landing platform—

#### WAR DEPARTMENT

Office of the Secretary of War  
Procurement and Accounting Division  
Washington 25, D. C.

In reply refer to: Pent.Lib./2869  
MG/fvh Ex. 2042

April 19, 1944

Manufacturers Association of Connecticut, Incorporated  
436 Capitol Avenue  
Hartford, Connecticut

Gentlemen:

Please quote price and time of delivery on the following, delivered f.o.b. to the Main Loading Platform, Pentagon Building, Washington 25, D. C.  
1 subscription—Connecticut Industry from May 1, 1944 to June 30, 1945.

Inasmuch as the above publication is urgently needed, a prompt reply will be appreciated.

Very truly yours,  
C. L. HENSON  
Chief, Procurement Branch

★ ★ ★

We were down in Norwich the other day attending the Army-Navy E-Award presentation ceremonies at the United States Finishing Company. There is another one of our Connecticut concerns which has done, and is doing, a bang-up job. We were glad to have a short chat with President McClatchie, Vice President Watkins, and others. At luncheon we sat next to that grand old fellow—Henry Terrell

—who for so many years was headmaster of Norwich Free Academy. He had many interesting stories to tell of his boys who have gone out in the world and reached the peaks and have

returned to thank him for the part which he played in shaping their lives.

It won't be long now until there will be public announcement of the new Association headquarters.

## ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

### Cash Discount

THE practice of allowing a customer to take a discount for paying invoices promptly is one of long standing. Many variations have been made from the old standard "2% for cash in 10 days" until today we receive and send out invoices with all sorts of terms. Even one invoice may show "Item 6—no cash discount allowed; Items 2 and 4— $\frac{1}{2}$  of 1%—10 days and all other items 2%—10 days".

Today we also have numerous interpretations of "10 days". These run anywhere from "10 days from date of invoice or date of shipment" to "10 days after inspection and acceptance of material or correct invoice, whichever is later".

Have you ever tried to figure what the net result would be if cash discounts were eliminated? Would it not save a lot of time and expense if no one granted a discount for cash and a standard formula was set up for paying invoices such as weekly, bi-monthly or monthly, and everyone did it?

We can hardly hope to attain such an ideal situation but at least we can make a serious attempt to standardize the practice and simplify it to a certain extent.

The main objection to the elimination of cash discount is that bills would not be paid as promptly and in many cases this would make it necessary to maintain a larger working fund due to the slower turn over.

Why then should one rate apply on certain items, another rate on other items, etc.? It is just as important to receive prompt payment for one as the

other. Since this is so why not set one standard rate for all items even if necessary to change either the list price or trade discount on some items?

Next, let us all agree on a standard definition of "10 days"—"30 days", etc. Why not "10 days from date of invoice or shipment, whichever is later"?

By discussing this with your Trade and Credit Associations and getting their support we may be able to establish a uniform practice of "1% discount for cash 15 days from date of invoice or shipment, whichever is later" which would at least be an improvement over the present confusion.

★ ★ ★

Many lines of business still make use of a complicated system of trade discounts for the purpose of adjusting established list prices. When these discounts run 3 and 4 or more in a chain, the computation and subsequent audit of invoices becomes burdensome. It would seem that the same result could be reached by establishment of a single percentage or possibly by adjusting the basic prices. Such discounts are not properly recorded as a cost by the seller or as an income by the purchaser and any simplification would have no effect on the ultimate book records.

★ ★ ★

At the annual meeting of Hartford Chapter, National Association of Cost Accountants, held May 16, 1944, Mr. Frederick E. Burnham, General Accountant of United Aircraft Corporation was elected chapter president for the ensuing year.



# EXPORT NEWS

By W. ADAM JOHNSON, *Director, Foreign Trade Dept., and Manager Hartford Cooperative Office, Bureau of Foreign and Domestic Commerce.*

FOREIGN trade must be an integral part of our national economy. Jessie H. Jones Secretary of Commerce, Washington, in addressing American business men recently said: "Each passing month finds international trade in a more prominent spot on our postwar stage.

"With the lifting of restrictions on the release of certain foreign trade statistics by the Army and Navy, the Department's Bureaus of Foreign and Domestic Commerce and the Census are now filling in many gaps that have delayed foreign traders in preparing for the reconversion period.

"In addition, the State and Commerce Departments are cooperating to provide first-hand information on economic conditions in countries beyond our shores.

"A sound beginning has been made. The scope of the program will be broadened as rapidly as the ban can be lifted on further basic data.

"More important, all our efforts are and will continue to be pointed toward stimulating a large flow of international trade. However, we recognize full well that control of this ideal flow must depend on the solution of our domestic problems.

"Our industrial machine is geared to an unbelievable pitch. But when the last gun is fired what will we do with this giant that has been churning out the weapons of war? It will be too late then to find the answer.

## Reconversion

"Instead, plans must be made now to reconvert this giant in as orderly and expeditious a manner as possible. We must bridge the transition period with the least possible disruption, else there will be no stability to the peace for which we have fought.

"This must be done so that the tremendous demands of our own people and the peoples of other nations can be satisfied quickly. Only by so doing

can we stave off post-war inflation.

## Long Range Trade

"For the long-range large expansion of international trade we must also think of a continued supply of foreign funds.

"Certainly we must not make the mistakes of the past postwar period—mistakes that had a direct bearing on this second and vastly more costly war. We have learned for all time, it is hoped, the folly of being a nation top-heavy with credit.

"It is obvious that our present industrial capacity will produce more than we need. We shall want to sell abroad. Therefore, we must create the wherewithal with which our international customers can buy. We must purchase from them those materials which they have in abundance and which we can use.

## New Trade Channels

"We must open up new channels of trade that will flow in as they flow out.

"We must do these things because it has been clearly demonstrated to us that we are not a self-sufficient nation. We have learned what it means to be dependent on others for vitally needed raw materials.

"We have also discovered that some of our rich natural resources, which we have used with such abandon, are not as abundant as we considered before the war. It may be the better part of wisdom to husband these gifts of Nature that have done so much to make us a rich and powerful democracy.

"Certainly we have compensated through our own technical skill for some of our lacks. Rubber stands as the classic example of substitutes which will undoubtedly affect some of our future importations. Also, the development of rayon and nylon may well bring a definite decline to our demands for silk after the war.

"Our supply of copper, lead, zinc and iron ore is already threatened. And beyond metals and minerals our forests have been wasted and our petroleum reserves are uncertain.

"Such raw materials and many tropical foods are among possibilities for an expanding import trade.

"The total of our export and import trade in 1943 was the largest ever attained. Exports of United States merchandise totaled well over 12.5 billions and we imported over 3 billion dollars worth of foreign goods.

"The important fact to remember is that American goods have been going to the far corners of the world. Our high quality and endless variety have been proved to both nearby and distant neighbors. Given the opportunity, they will certainly want to buy from us after the war.

"It remains for us to solve our primary problems of reconversion. We must make the switch-over to a peacetime production level that will provide employment for the millions who will want and will deserve jobs.

"If we do this, we will be moving in the right direction toward a stable peacetime period. But for sustained prosperity, the goods of our high productive capacity must spread beyond our shores, and we in turn must buy from those foreign customers. International trade must be an integral part of our future economy."

## Latest News of South America

Mr. E. B. Tracy, Export Manager, American Brass Company, Waterbury, speaking before the Foreign Trade Committee of the Association when it met recently at the Graduates Club in New Haven, reported on his three months' trip to Latin America from which he had just returned.

Confining his trip mainly to Cuba, Puerto Rico, Central America, Colombia and Venezuela, Mr. Tracy found that all of the countries had a larger gold reserve and a larger trade balance than ever before in their individual histories. All of the countries are enjoying unprecedented prosperity and today Mexico has the third largest gold reserve of any Latin American country.

Mr. Tracy reported that the first evidence of British competition that he had seen was in Cuba. In most places throughout Cuba he ran across a book published by the British Industries, which ran to 400 pages on "Past Achievements and Future Prospects" of British industries. It is understood that this book has been distributed in

all of Latin America and is published in Spanish, Portuguese and English.

Many of the importers and dealers in Cuba reported that they have been approached by British representatives with the statement, "We are carrying the brunt of the war and therefore we should be entitled to the first chance of obtaining your business after the war is over when we can again take up the manufacture of peacetime goods."

During the past year, Cuba has had a good sugar grind equal to  $5\frac{1}{4}$  million tons; the best in their history. They have plenty of money and most people believe that Sproul Baden has done a very good job.

During the past two years Mexico has spent twelve million dollars in developing steel industries, and it is apparent that the day of expropriation in Mexico is over. Many small American concerns are expecting to establish manufacturing plants in Mexico, as well as in several other of the South American countries. A few countries, especially Guatemala, are following Chile in developing enormous investment trusts patterned after the Chile fomento plan.

In Colombia, Mr. Tracy found that two small steel mills are in operation. Up to the present time these two mills are mainly engaged in the manufacture of steel bars for reinforcing concrete.

In Venezuela, where 85% of the national income comes from oil they have no external debt and he found it to be the most expensive place in which to live, although he understood that Chile was even more expensive. In Venezuela, there is an income tax which

is collected even if you are only there for a few days. The income tax is paid on the amount of your earnings during the few days of your visit.

In Mexico, he found that one pays an income tax each month on a more or less go-as-you-earn basis. In Venezuela, there are many red tape restrictions such as photographs, forms to be filled out, fingerprinting, and many other delays confronting the traveler. Mr. Tracy advises anyone going to Venezuela to plan to spend at least two more days than is thought necessary.

Under Governor Rexford Tugwell the government of Puerto Rico has been taking over the management of many businesses in Puerto Rico. Many people there are asking if this is an indication of what is happening in the United States.

Guatemala has seemingly done the best job in keeping down inflation of any of the Latin countries. Here the government officials have to sign a statement of what they are earning as well as a statement of their assets, when they go into office. A like statement is required of them when they retire from office. If there has been a greater increase in their assets than appears logical, the government official is likely to find himself confined to jail.

In remarking on the possibility of Germany and Japan getting trade into Latin America after the war, Mr. Tracy reported that Germany had only delivered  $16\frac{1}{2}\%$  of the imports into Latin America before the war, and Japan had shipped only  $3\frac{1}{2}\%$  of the total. He does not feel that Germany will be able to regain more than 3%

## NORMAN J. WARE

Industrial Relations  
Consultant



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of the total imports into Latin America during the next decade.

Speaking of lend-lease, Mr. Tracy reported that it had been a tremendous boon to all of the countries that had received it. However, 63% of all lend-lease to South America had gone to Brazil. While it is true that a tremendous amount of money has been spent in the Latin countries, some of it perhaps foolishly, nevertheless without the cooperation and good-will of the neighbors to the south, no such excellent progress could possibly have been made against the Axis powers.

Mr. Tracy concluded with the observation that the United States was no longer the big brother with the big stick. Instead she has become the good neighbor to the north.



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## INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,  
*Editor and Director of Development*

**T**HREE is a restaurant only a stone's throw from my office which serves excellent food at very reasonable prices—and yet white collar workers and executives from nearby plants avoid it like a plague. They travel as much as ten times the distance to pay up to twice the price for food that is no better in quality and usually less in quantity. Why?

Atmosphere is the missing flavor at the restaurant across the street. It lacks appeal from outside and inside. Booths and tables are scarred and the place has that general clutter-up appearance of a "hash house".

Much good business passes the door every day that could be stopped with the right kind of atmosphere—an outward appearance of spic and span cleanliness which could be carried out inside with the aid of furnishings in good taste.

★ ★ ★

MANY factories, too, are losing potentially good employees because of poor housekeeping. Most of them are lost because they are repelled by appearances which often misrepresent the quality of the jobs inside.

Frequently there is a lack of proper directional signs to employment offices. Frequently, too, there is an atmosphere of stiffness or cold aloofness inside the employment office. Hard benches, uncomfortable chairs and the drab colorless interior of a city courtroom do an injustice to any company whose product is of high quality—frequently good enough to be known favorably throughout the world. And when cold appearances team up with curtiness, job applicants come away with poor impressions that are broadcast to all their friends.

FIRST impressions are frequently lasting—even to the man who is hired. If he comes in contact with surroundings that are comfortable and easy on the eye, and meets people who are genuinely sincere in their efforts to be helpful, he is certain to be more enthusiastic about his job. If he is made to feel at home from the day he starts to work by means of oral and written data about his company's history and the job he is to perform, and if the foreman gives him the feeling he is really going to amount to something, he is more liable to go to work "with a song in his heart" rather than a "chill"—to be an enthusiastic, worthwhile worker rather than a "sour puss" indifferent one.

Of course we know that even the best of treatment won't insure the proper attitude in all people—but it will pay handsome dividends in the majority of cases. Even the man who fails to get a job will come away from a congenial atmosphere and spread the word far and wide as to the fine treatment he received. Too frequently he leaves the employment office to criticize.

★ ★ ★

IF A business is the "lengthened shadow of the man who heads it", as has been said often enough to give it widespread acceptance as truth, then every top business executive needs to get away from the forest of his troublesome problems "at the top" to have a look at his plant and product through the eyes of a prospective employee, an employee and the customer. It has been said that many executives could earn more for their companies by turning over much of the normal executive detail to their assistants

while they spent much of their time going from one department to another keeping up the "human touch" with the rank and file and supervisors. Many production ideas of real value could thus be gathered, not to mention the dollars and cents value of the right employee attitudes they could stimulate through indications of genuine interest in the welfare of the workers.

★ ★ ★

SUPERVISORY training after the war is something that needs attention now. TWI has been doing an excellent job of training supervisors to speed war production but there must be a gigantic retraining job because of the shuffle of job-changing during conversion and the many new problems to be licked.

The larger manufacturers can afford a training director and some assistants, but what of the small companies? Are they to be left to make their own selection from the vast array of "general" training data offered by a large number of organizations who specialize in selling general training for supervisors? Good as many of the books and training manuals are, supervisory training should be tailor-made to fit the particular needs of an individual company.

The smaller companies could secure the benefits of a trained director by hiring one as a group in a given industry or area. In this way 50 or 100 smaller companies with employment from 10,000 to 25,000 employees could secure the same quality of training for their supervisors as is available to their larger competitors.

Sales training and retraining will be needed in ever-increasing doses as conversion widens. Old sales forces, since the war, have either gone to war, are selling to the government or acting as service men and trouble shooters. They will need to be re-oriented to selling techniques prevalent in competitive business. The returning veteran and other sales candidates out of school need careful selection and something more than a "few days in the field with the head salesman" to become assets to the company.

Already in some cities in Connecticut the Sales Executive Clubs of America, with the cooperation of local chambers of commerce, are offering courses to sales executives.



## TRANSPORTATION

By N. W. FORD

*Manager and  
Traffic Manager*

**NON-RECOURSE CLAUSE ON PREPAID BILLS OF LADING:**—Following the recent decision by the Supreme Court of the United States in Illinois Steel Company vs. Baltimore and Ohio Railroad Company, the chief traffic officers of the railroads have withdrawn their objections to the endorsement of both the prepaid and non-recourse clauses on bills of lading.

The railroads in this area had for some time previous to the decision instructed their agents not to accept shipments covered by bills of lading upon which both the prepaid and non-recourse clauses were endorsed. However, the court decision, which is now being recognized by the railroads, sustained the non-recourse clause when used on prepaid bills of lading.

★ ★ ★

**RELATIVE ECONOMY AND FITNESS OF CARRIERS:**—The Board of Investigation and Research recently submitted its report and recommendation on "Relative Economy and Fitness of Carriers" to the President and Congress.

The principal recommendations were for legislative amendments that "would promote adequate rail, motor and water transportation services," and for creation of three permanent Federal agencies as follows:

(1) Federal Transportation Authority. To be an independent agency, or a part of the Department of Commerce. The new body would continuously study the country's transportation needs, and submit reports, plans, and recommendations to the President and to the Congress.

(2) Office of Public Transportation Counsel. To be an agency of the Department of Justice, which would represent the general public interest in all appropriate proceedings before transportation regulatory bodies.

(3) National Transportation Advisory Council. To be composed of rep-

resentative persons in the fields of transportation, finance, agriculture, labor, industry, and public service, named by the President and confirmed by the Senate. The council would meet with, advise, and criticize the other transportation bodies, and report on their activities to the President and to the Congress.

There has probably never been a board or commission in the history of the country that has rendered such a small return on the investment made by the government as this board. From its inception, it has been a thorn in the side of all who came in contact with it. Under statutory mandate, its duties will terminate next September.

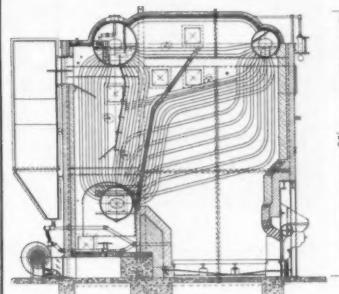
★ ★ ★

**FURTHER HEARINGS IN EX PARTE MC-22:**—Examiner Paul Coyle held further hearings in *New England Motor Carrier Rates—Ex Parte MC-22* at the Hotel Manger, Boston, beginning Tuesday, May 16, and ending late Saturday afternoon, May 20. At the conclusion of the hearing, the examiner announced that parties desiring to file briefs might do so on or before July 15, 1944. An examiner's proposed report will be issued but oral argument will be omitted.

During the course of the hearing, witnesses appeared on behalf of the New England Motor Rate Bureau and offered extensive testimony and exhibits in support of motor carrier rates based on cost of operation plus a reasonable profit and a motor carrier classification that reflected density as a basic factor with some consideration given to other classification elements. Cost data was also introduced by representatives of the Bureau of Statistics and Research of the Interstate Commerce Commission. The Association's traffic manager represented various New England shipper organizations and supported, in general, the recom-

(Continued on page 40)

## BIGELOW



A side sectional view of one of two Bigelow Type F steam generating units purchased by a textile company. Each is rated at 20,000 pounds of steam per hour. The installation includes spreader type stokers, soot blowers, cinder fly ash trap and coal handling equipment.

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# PERSONNEL

By JOHN P. AHERN

*Executive Assistant*

ONE glance at the great number of committees now operating in Connecticut whose concern is the problem of veteran re-employment indicates that Connecticut employers are going to try to create job opportunities for the returning serviceman and woman. Everyone realizes, and this includes employer and employee, that there is a common problem in the community of achieving a productive level that will insure a worthwhile contribution, by all, to the economy of the community. The manager wants to contribute by setting up a vehicle of job opportunity—by taking a capital investment, guiding it with astute market analysis, clever merchandising, good work planning and intelligent direction, and making it run. The employee is eager to secure steady employment, by manning this vehicle, and making it run efficiently.

Experts say that performances of this sort on an almost provincial level, and particularly through the medium of the small company, will aid us in avoiding the muck and mire of a business depression. This is particularly true in Connecticut, with its heavy tendency toward small fabricating shops which require high skill and are under the leadership of a man who more often than not can take his place at the bench with his fellow workers.

Closely webbed with the desire for full employment in the post war is the desire of management to employ those who have made the sacrifice of going off to fight. Already 100,000 of our veterans are returning monthly from active service, and the number will accelerate faster as months pass. Of these 100,000, fully one-fourth are being discharged as "mental casualties". Estimates say that by the end of the war, men in this classification will number at least 1,000,000.

The term "mental casualties" has, however, been pretty broadly applied. Men who have characteristics that make them unamenable to rigorous army routine or lack the so-called "killer instinct" and can't adapt themselves to Army life are "washed" out, sent back to civilian life as mental or emotional misfits. That very man may have been your explosive, temperamental salesman with a remarkable record of production, a quiet, unassuming laboratory worker, or an ex-machine hand, thought "queer" by his associates but withal a productive worker.

If these people are well known to their ex-employer, their chances of getting a job are excellent because they are understood and their capabilities are known. But some will be applying for new jobs, or will be interviewed

by some employer who will hesitate about employing a man called a mental case by the Army.

The burden of proof, under the re-employment provisions of the Selective Training and Service Act of 1940, as to whether a man "is still qualified to perform the duties of such function" rests with the employer. It is claimed that the military exit examination is far more thorough than that given by the employer. This is undoubtedly true and for this reason the examinations are withheld from the prospective employer. There is another reason that too much publicity and attention given to a veteran's discharge on such an unobvious basis as for mental reasons, will only cause the veteran to worry and fret about his condition and cause further trouble.

Perhaps as more experience is gained, the Personnel Division of Selective Service will work out some arrangement with the re-employment committeeman to translate the nervous disability into understandable terms, so that the employer, the veteran and those charged with the responsibility of securing him a job can all meet on a common ground.

Many men, unacceptable to the Army as mentally or emotionally unfit, are now usefully employed at responsible jobs in business and industry. In most cases, the employer knows the reason for their rejection and is pleased at the contribution being made by them. Experience gained in handling these people, from interview to placement to ultimate adjustment in the family of the company, is valuable in preparing for the bigger task of assimilating and readjusting the millions who will be seeking jobs after the war. It is one thing to take a one-armed man, who is emotionally stable, and select a job in which he can perform creditably, but definitely another to adapt an overly high-strung individual to a position.

The person to assume responsibility for this task should be a specialist. In the large company, this can be an individual from the personnel department, but in the one man "show", or small company, it will simply require infinite patience and understanding. Much aid can be obtained from the Veterans Administration and the Rehabilitation Section of the Connecticut State Department of Education, who have the facilities to assist these disabled veterans.

The main objective is to help the veteran assume his place as a normal, economically independent citizen.

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# QUERIES

By JOSEPH B. BURNS

Counsel

**QUESTION 1:** When do the applicable provisions of the new Individual Income Tax Act of 1944 become effective?

**ANSWER:** The general effective date of this new act is January 1, 1944, but there are several notable exceptions. For example, the withholding provisions of the new law do not become effective until January 1, 1945, although it will be necessary for employers to furnish exemption certificates to employees on or before December 1, 1944. The former requirements defining the applicability of withholding to an individual's income will be continued during the calendar year 1944, and the same rules will govern the necessity for filing estimates of earned income. However, for 1945 and thereafter, an individual whose income from sources not subject to withholding is less than \$100 will not be required to prepare a declaration of estimated tax unless his total income exceeds \$5,000 plus \$500 for each surtax exemption other than his own. It is important to note that the new act does affect 1944 tax computation inasmuch as the rate of taxation established thereby applies to taxable years beginning after December 31, 1943.

**QUESTION 2:** In dealing with salary stabilization regulations of the Treasury Department, it is sometimes difficult to understand the meaning of the various terms which are used in the regulations. Can you define the more important terms for us?

**ANSWER:** The definitions recently issued by the Commissioner of Internal Revenue contain some very lucid descriptions of the more common terms in salary stabilization regulations. It is believed that a repeti-

tion of the terms as therein defined will be of value to all who deal with these Treasury Department regulations.

- (a) An employer's *salary policy* means his policy with respect to
  - (1) the classification of the salaried positions in his establishment which are within the Commissioner's jurisdiction.
  - (2) the range of salary rates for each position
  - (3) the conditions under which promotions are made from one position to another, and
  - (4) frequency, amount and the manner of determination of salary increases on the basis of merit and length of service.
- (b) *Salary rate schedule* means a statement of the salary rate ranges for specified types of positions.
- (c) *Salary rate range* means the minimum and maximum salary rate paid for a particular position.
- (d) *Promotion* means a transfer from one position to another having more important duties or greater responsibilities, or demanding higher qualifications.
- (e) *Merit increase* means an adjustment in salary as a reward for improved quantity or quality of work in the same position.
- (f) *Length of service increase* means an adjustment in salary at the end of a specified period of satisfactory service in accordance with a salary policy, without change of duties.
- (g) *Similar positions* means positions of generally equivalent difficulty and responsibility,

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and requiring similar or equivalent qualifications.

(h) *The test period* means the period January 1, 1938 to October 3, 1942. If an employer started business after January 1, 1938, or the particular position involved was established subsequent to January 1, 1938, the test period means the period from the date the business was started or position was established to October 3, 1942.

**QUESTION 3:** We understand that the New England War Labor Board recently granted blanket authority for New England employers to close their establishments for a half day weekly during the summer months without necessity of deducting proportionate share of employee's pay.

**ANSWER:** On June 8, the New England War Labor Board did grant blanket authority to *retail and wholesale stores, jobbing and service establishments only* to close for a half day weekly holiday during the summer months without need of a corresponding pay adjustment. However, this applies only to stores and

service establishments and has no effect whatsoever on other types of employers. Accordingly, if any such closing practice is contemplated for your concern, it is necessary that prior War Labor Board approval be secured.

**QUESTION 4:** What is the procedure which is followed when a company is considered in violation of the wage and salary stabilization program?

**ANSWER:** In such a case when a possible violation is suspected or known, an investigation is conducted by the regional attorney, and the employer notified of a preliminary inquiry. All of the facts are then presented to the regional attorney, and he determines whether or not a violation has occurred. Once the violation has been determined, a tripartite panel of the regional board hears the case and submits a finding after a hearing of the evidence. The finding of this board may be appealed within 10 days to the National War Labor Board if the aggrieved party so desires. If no review is requested, the regional attorney forwards the finding of the panel to the appropriate governmental agency involved, and a disposition of the violation is then made.

**QUESTION 5:** Will you comment briefly on a recent Supreme Court decision dealing with the right of a state to tax property owned by the United States Government but being used by a private contractor under a war contract?

**ANSWER:** You undoubtedly refer to the decision rendered in the case of the *United States of America and the Mesta Machine Company v. the County of Alleghany, Pennsylvania*, which was decided by the United States Supreme Court on May 1, 1944. The case involved the age-old conflict between the taxing authority of a state as it applies to Federal property. The original tax conflict case of *McCullough v. Maryland* was cited and discussed in the opinion finally rendered.

The Supreme Court decided that the Pennsylvania real property tax statute which authorized Alleghany County to include machinery in the mill as part of the taxable real estate would not be valid to apply in taxing machinery owned by the United States. In this case, the manufac-

turer was engaged in war work and leased the machinery from the Federal Government. Basing their argument on Article VI of the Constitution, the Supreme Court held that the state could not tax the property interests of the United States, even though the machinery was being used by a bailee of the Government.

## TRANSPORTATION

*(Continued from page 37)*

mendations made by the New England Motor Rate Bureau with certain exceptions.

This proceeding has been before the Commission since 1938 and a decision should be reached. However, the Association took the position that this was a poor time to prescribe rates based on any cost theory as many of the cost elements are almost certain to fluctuate materially following the conclusion of the war, thus throwing completely out of line any structure that we predicated on costs of operation that were in force during the period of the war.

★ ★ ★

**SUPREME COURT TO RULE ON STATE'S POWER TO TAX INTERSTATE HAULS:**—As a result of an appeal by Spector Motor Service, Inc., Chicago, from a decision of the Second Court of Appeals, upholding the right of Connecticut to apply an annual two per cent excise tax on Spector's net income derived from business transacted in that state, a question of far-reaching importance to all interstate motor freight carriers was placed before the United States Supreme Court. The question was: Can a state impose upon an interstate trucking line, performing no intra-state hauling within its borders, a business privilege tax calculated on that portion of the carrier's net income presumed to have been derived from its operations in the state?

The decision to be handed down as a result of Supreme Court acceptance of the case for review is of widespread importance since it may set a precedent for other states, some of which already have similar laws.

## INDUSTRY'S RESPONSIBILITY IN CONTRACT TERMINATION

(Continued from page 13)

himself knows more about commercial outlets than any one else. He certainly should more easily be able to find other manufacturers to whom he can sell a good deal of these surpluses. He will also be able to use his ingenuity in finding new uses for much of the property and material which is left over upon termination of a war contract. The War Department stands ready to give aid and assistance, but the disposal problem is not going to be solved if it is left to the Government. If industry takes the wistful and unrealistic view that the Government, like some Gargantuan Santa-Claus-in-reverse, is going to back up trucks to a manufacturer's plant and immediately move out everything surplus, I can predict that your Government will either have to hire the entire state of Texas for storage purposes or else our fair countryside will be horribly spotted with unsightly and costly junk yards of deteriorating surplus material. If we want to avoid industrial stagnation

we cannot let this happen. These surpluses are one of our richest resources. We shall find ourselves wallowing in the mire of economic disaster unless war surpluses are moved to the point where one can use them and get some value out of them.

Another requirement that is of decided importance in the termination problem is speed. Here, more than anywhere else, time is worth money and a lot of money. You can speculate on how much money by figuring what it would cost this country, in billions of dollars, every month that American industry was tied up awaiting the settlement of its terminated contracts.

The termination of contracts is a two-way street. Traffic is going both ways. The Government cannot act and cannot settle a contract until the war contractor acts and brings in his claim. I think it is of the most imperative importance for industry to take a realistic point of view in the necessity for speed in preparing its claim. It is obvious that if you owe someone for something and he never sends you a bill, you are not, if you are a good business man, going to send him a blank check. The Government has to know the contractor's inventory, and has to have his statement of costs and

charges, and his proposal for settlement which includes the profit he wants, before the Government can enter a negotiation to settle the claim. We have contracts which have been terminated for over 12 months on which contractors have submitted no claims. Over half a million dollars awaits industry today on terminated contracts where no claims have been put in.

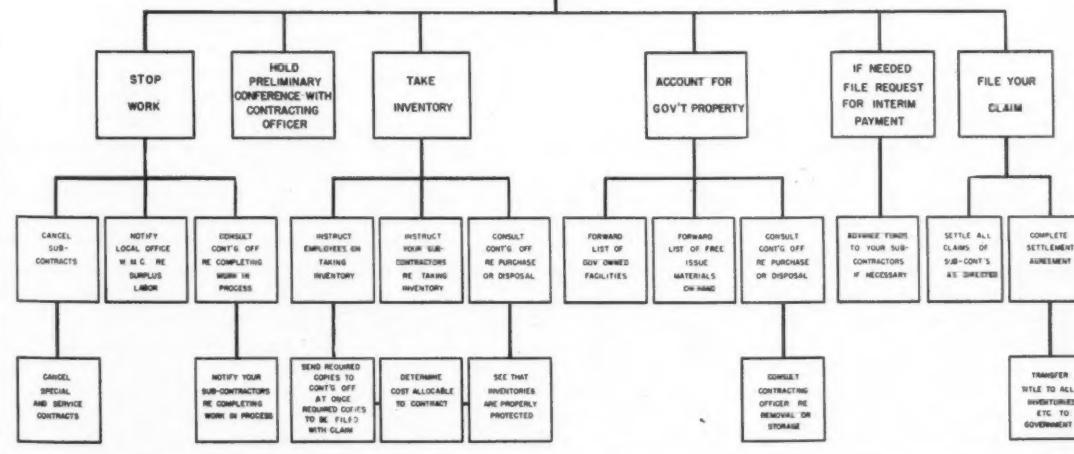
I believe this time-lag will be cleared up as we get more education, and as we all have more understanding of the fact that this is a mutual problem where industry and the Government must act and work together.

I am optimistic enough to believe that, together, industry and the Government can succeed in solving the multitudinous problems that precede an orderly, prompt, and efficient termination of war contracts, just as together industry and Government built up the biggest production for war the world has ever known. There are hazards to all great accomplishments and the greater the hazards the more satisfying the triumph. Successful termination is a task that will require the courage of David, the wisdom of Solomon, the patience of Job, and the energy of Superman, but I believe the Industry-Army team will be up to it.

## TERMINATION OF CONTRACTS

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## BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the previous month.

**I**N May the index of general business activity in Connecticut declined for the fourth consecutive month to an estimated 90.1% above normal. Manhours, employment and freight shipments were below the standing of last month, whereas construction and cotton mill activity increased slightly during May. The index has now fallen off from the high peak of last year to a level which is comparable to the standing in January-February 1942. The United States index also declined in May moving to 38.5% above normal, the lowest level in more than a year. This recent drop in the national index was brought about by further cutbacks in war production in some industries, local shortages of labor in others, and labor disputes which interrupted the output of lumber, aircraft and certain other war products. The Connecticut index, which at its highest point in April, 1943 was 79.7 percentage points above the United States index, is now 51.6 points over the national figure.

The index of manufacturing employment in Connecticut fell off in May to an estimated 78.2% above normal. This is the lowest employment index since April, 1942. Eighty-two Hartford County plants employing approximately 120,000 workers reported a net loss of 1,751 employees in May. This brings the decline in employment in those plants to 7,079 for the first five months of the year. Employment in other Connecticut war centers is following a similar pattern.

The War Manpower Commission has announced the adoption of a nationwide plan under which it will supervise the hiring of all male workers after July 1. The twofold objective of the system is to fill critical labor shortages in vital war industries, and to prevent an exodus of workers from those plants into peacetime jobs. After July 1, employers must hire male

workers only from applicants referred to them through the United States Employment Service as "eligible." In 184 cities in the country classified as areas of acute labor shortage, ceilings will be set to fix the total numbers of male workers who may be employed in specific establishments. Connecticut cities falling in this classification at the present time are Hartford, Meriden, New Britain-Bristol, and Waterbury, all of which have been operating under a similar plan during the past few months.

The May index of manhours worked in Connecticut factories continued a downward trend to an estimated 134.1% above normal. The larger cities of the state, Hartford, New Haven and Bridgeport, have shown a noticeable drop in manhours since the first of the year, whereas the smaller industrial centers of Bristol, Meriden and Stamford have reported only slight decreases.

The latest earnings and hours figures released show that in March the average Connecticut male factory worker received \$60.24 for a 48.7 hour week. The United States average was \$54.2 for 47.1 hours. Connecticut female employees received average weekly earnings of \$38.22 for a 43.2 hour week as against the national average of \$30.71 for 41.5 hours. Male average hourly earnings in this state adjusted to a 40 hour base were higher than in any previous month, \$1.134 compared with \$1.065 for the United States. The adjusted average for female employees in Connecticut was \$.853, \$.127 above the national average.

The index of freight shipments originating in eight Connecticut cities fell off in May to 55.3% above normal, reaching the lowest point since October, 1943. The Association of American Railroads in its review of railway operations in 1943 presents an inter-

esting picture of railroad activity during a busy war year. The outstanding feature of railroad activity in 1943 lay in the demonstrated ability of the carriers to meet the rising tide of freight and passenger traffic offered to them, and the generally satisfactory manner in which they met it.

All previous traffic records were surpassed by wide margins, and most of the efficiency factors were raised to new high levels. Although total carloadings of all commodities in 1943 were less than in 1942, average load per car was the largest in history, while the average haul per ton of freight, in miles, was greater than in any prior year. Passenger miles also reached a record high in 1943 as traffic was 63.7% greater than in the previous record year of 1942, and more than twice the volume attained in 1918. Total rail employment in 1943 was higher than in 1942 by 6.6%. This increase did not keep up with the ever-rising demand for manpower resulting from the war traffic load. Continuing shortages in critical war materials restricted fulfillment of railroad programs with respect to new equipment and maintenance.

The index of cotton mill activity in Connecticut advanced in May to an estimated 8.6% above normal, the highest cotton index of the year. Because of steadily increasing labor shortages the War Production Board recently announced a plan aimed at channelling manpower to cotton textile mills according to the urgency of the need for each mill's product. Each mill is to be given an "urgency rating," designated by numbers from one through ten, based on the essentiality of the item produced. The War Manpower Commission then will route labor recruits to the mills with the highest ratings.

The Bureau of Labor Statistics' all-commodity index of nearly nine hundred price series rose only 0.2% during May. The index has moved within a very narrow range during the past year and, having increased only 0.9% since the first of the year, is now at the same level it was at this time last year.

The index of construction work in progress was estimated at 58.7% below normal in May. After having remained at a low point of 62.1% below normal for the past two months, the index moved up slightly but was still 35.5 percentage points below the standing of one year ago.

# IT'S MADE IN CONNECTICUT

**EDITOR'S NOTE:** This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

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Advertising Specialties		The Gong Bell Mfg Co East Hampton	Brooms—Brushes
The H C Cook Co 32 Beaver St	Ansonia	Sargent and Co New Haven	The Fuller Brush Co Hartford
Scovill Manufacturing Co (Made to Order)	Waterbury	The N N Hill Brass Co East Hampton	Buckles
Waterbury Companies Inc	Waterbury	Hartford Belting Co Hartford	The Hatheway Mfg Co (Dee. Rings) Bridgeport
Aero Webbing Products		The Russell Mfg Co Middletown	The Hawie Mfg Co Bridgeport
Russell Mfg Co	Middletown	The Thames Belting Co Norwich	The G E Prentice Mfg Co New Britain
Air Compressors		Benches	John M. Russell Mfg Co Inc Naugatuck
The Spencer Turbine Co	Hartford	The Charles Parker Co (piano) Meriden	B Schwanda & Sons Staffordville
Aircraft Accessories		Bent Tubing	The Patent Button Co Waterbury
Warren McArthur Corp (Airplane Seating)	Bantam	American Tube Bending Co Inc New Haven	Waterbury Companies Inc Waterbury
Aircraft—Repair & Overhaul		Bicycle Coaster Brakes	Buffing & Polishing Compositions
United Airports Div United Aircraft Corp		New Departure Div General Motors Corp Bristol	Apothecaries Hall Co Waterbury
Rentschler Field East Hartford		Bicycle Sundries	Lea Mfg Co Waterbury
Aircraft Tubes		New Departure Div General Motors Corp Bristol	Buffing Wheels
American Tube Bending Co Inc	New Haven	Binders Board	The Williamsville Buff Mfg Co Danielson
Airplanes		Colonial Board Company Manchester	Buttons
Chance-Vought Aircraft Div United Aircraft Corp	Stratford	Ernst Bischoff Company Inc Ivoryton	B Schwanda & Sons Staffordville
Aluminum Castings		Blades	The Patent Button Co Waterbury
Newton-New Haven Co 688 Third Avenue West Haven		Capewell Manufacturing Company, Metal Saw Division, (hack saw and band saw) Hartford	Colt's Patent Fire Arms Mfg Co Hartford
Aluminum Forgings		Blocks	Scovill Manufacturing Co (uniform and tacked fastened) Waterbury
Scovill Manufacturing Co (small)	Waterbury	Howard Company (cupola fire clay) New Haven	Waterbury Companies Inc Waterbury
Aluminum Goods		Blower Fans	Cabinets
Scovill Manufacturing Co (To Order)	Waterbury	The Spencer Turbine Co Hartford	The Charles Parker Co (medicine) Meriden
Waterbury Companies Inc	Waterbury	Colonial Blower Company Hartford	Cable
Aluminum—Sheets & Coils		Blower Systems	The Wiremold Co (electric, non-metallic Sheathed) Hartford
United Smelting & Aluminum Co Inc	New Haven	Colonial Blower Company Hartford	Cams
Ammunition		Boilers	The Hartford Special Machinery Co Hartford
Remington Arms Co Inc	Bridgeport	The Bigelow Co New Haven	Canvas Products
Artificial Leather		Petroleum Heat & Power Co (domestic only) Stamford	F B Skiff Inc Hartford
The Permatex Fabrics Corp	Jewett City	Bolts and Nuts	Carpets and Rugs
Zapon Div, Atlas Powder Co	Stamford	Clark Brothers Bolt Co Milldale	Bigelow-Sanford Carpet Co Thompsonville
Asbestos		The O K Tool Co Inc (T-Slot) 33 Hull St Shelton	Carpet Lining
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	The Blake & Johnson Co (nuts, machine screw bolts, stove) Waterville	Palmer Brothers Co New London
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	Boxes	Casters
Assemblies, Small		Robert Gair Co (corrugated and solid fibre shipping containers) Portland	The Bassick Company (Industrial and General) Bridgeport
The Greist Manufacturing Co	New Haven	Box Board	Casters—Industrial
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	The Lyndall & Foulds Paper Co Manchester	George P Clark Co Windsor Locks
Auto Cable Housing		National Folding Box Co New Haven	Castings
The Wiremold Company	Hartford	New Haven Pulp & Board Co New Haven	The Charles Parker Co (gray iron) Meriden
Automatic Control Instruments		Robertson Paper Box Co Montville	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum) Meriden
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	Robertson Gair Co Portland	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London
Automobile Accessories		Boxes—Paper—Folding	The Sessions Foundry Co (gray iron) Bristol
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	Atlantic Carton Corp Norwich	John M. Russell Mfg Inc (brass, bronze and aluminum) Naugatuck
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	S Curtis & Son Inc Sandy Hook	Malleable Iron Fittings Co (malleable iron and steel) Branford
Automotive Friction Fabric		M S Dowd Carton Co Hartford	McLagon Foundry Co (gray iron) New Haven
The Russell Mfg Co	Middletown	National Folding Box Co (paper folding) New Haven	Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
Automotive & Service Station Equipment		The Warner Brothers Company Bridgeport	Philbrick-Booth & Spencer Inc (gray iron) Hartford
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	The New Haven Pulp & Board Co New Haven	Scovill Manufacturing Co (brass and bronze) Waterbury
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	Robertson Paper Box Co Montville	Union Mfg Co (gray iron) New Britain
Bakelite Moldings		Robert Gair Co Portland	Wilcox Crittenden & Co Inc (gray iron and brass) Middletown
Waterbury Companies Inc	Waterbury	Brake Cables	Castings—Permanent Mould
Balls		Eis Manufacturing Co Middletown	The Bradley & Hubbard Mfg Co (zinc and aluminum) Meriden
The Abbott Ball Co (steel bearing and burnishing)	Hartford	Brake Linings	Centrifugal Blower Wheels
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	Colt's Patent Fire Arms Mfg Co Hartford	The Torrington Manufacturing Co Torrington
Barrels		The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial) Bridgeport	Chain
The Abbott Ball Co (burnishing and tumbling)	Hartford	The Russell Mfg Co Middlebury	John M. Russell Mfg Co Inc Naugatuck
The Hartford Steel Ball Co (tumbling)	Hartford	Brake Service Parts	Chain—Welded and Weldless
Bathroom Accessories		Eis Manufacturing Co Middletown	Bridgeport Chain & Mfg Co Bridgeport
The Autoyre Company	Oakville	Brass and Bronze	Chains—Bead
The Charles Parker Co	Meriden	The American Brass Co (sheet, wire rods, tubes)	The Bead Chain Mfg Co Bridgeport
Bath Tubs	New Haven	The Bristol Brass Corp (sheet, wire, rods)	Chemicals
Dextone Company		Bristol	Apothecaries Hall Co Waterbury
		The Miller Company (phosphor bronze and brass in sheets, strips, rolls)	MacDermid Incorporated Waterbury
		The Thinsheet Metals Co (sheets and rolls)	American Cyanamid & Chemical Corp Waterbury
		Waterbury	Chromium Plating
		Sargent and Company New Haven	Chromium Corp of America Waterbury
		Scovill Manufacturing Co (To Order) Waterbury	The Chromium Process Company Derby
		Brass Goods	Chucks & Face Plate Jaws
		Brass Mill Products	Union Mfg Co New Britain
		Bridgeport Brass Co Bridgeport	Clamps—Wood Workers
		Scovill Manufacturing Co Waterbury	Sargent and Company New Haven
		Brass Stencils—Interchangeable	Clay
		The Fletcher Terry Co Box 415, Forestville	Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

# IT'S MADE IN CONNECTICUT

<b>Cleansing Compounds</b>				
MacDermid Incorporated	Waterbury	Rockbestos Products Corp (asbestos insulated)	Clark Brothers Bolt Co	Milldale
<b>Clutch Facings</b>		New Haven	Heppenstall Co (all kinds and shapes)	Bridgeport
The Russell Mfg Co	Middletown	<b>Electrical Conduit Fittings &amp; Grounding Specialties</b>	Scovill Manufacturing Co (non-ferrous)	Waterbury
<b>Clutch-Friction</b>		The Gillette-Vibber Company	New London	
The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq)	Manchester	<b>Electric Cords</b>		
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport	Rockbestos Products Corp (asbestos insulated)	New Haven	
<b>Comfortables</b>		<b>Electric Eye Control</b>		
Palmer Brothers Co	New London	United Cinephone Corporation	Torrington	
<b>Cones</b>		<b>Electric Commutators &amp; Segments</b>		
Sonoco Products Co (Climax-Lowell Div) (Paper)	Mystic	The Cameron Elec Mfg Co (rewinding motors)	Ansonia	
<b>Consulting Engineers</b>		<b>Electric Fixture Wire</b>		
The Stanley P Rockwell Co Inc (Consulting)	Hartford	Rockbestos Products Corp (asbestos insulated)	New Haven	
296 Homestead Ave		<b>Electric Heating Element &amp; Units</b>		
<b>Contract Machining</b>		Rockbestos Products Corp (asbestos insulated)	New Haven	
Malleable Iron Fittings Company	Branford	<b>Electric Insulation</b>		
<b>Contract Manufacturers</b>		The Rogers Paper Mfg Co	Manchester	
The Greist Mfg Co (metal parts and assemblies)	New Haven	Case Brothers Inc	Manchester	
503 Blake St		<b>Electric Panel Boards</b>		
<b>Copper</b>		The Plainville Electrical Products Co	Plainville	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury	<b>Electric Wire</b>		
The Bristol Brass Corp (sheet)	Bristol	Rockbestos Products Corp (asbestos insulated)	New Haven	
Scovill Manufacturing Co (pipe and service tubing)	Waterbury	The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden	
The Thinsheet Metals Co (sheets and rolls)	Waterbury	<b>Electrical Control Apparatus</b>		
<b>Copper Sheets</b>		The Trumbull Electric Mfg Co	Plainville	
The New Haven Copper Co	Seymour	Colt's Patent Fire Arms Mfg Co	Hartford	
<b>Copper Shingles</b>		<b>Electrical Recorders</b>		
The New Haven Copper Co	Seymour	The Bristol Co	Waterbury	
<b>Copper Water Tube</b>		<b>Electrical Goods</b>		
Bridgeport Brass Co	Bridgeport	A C Gilbert Co	New Haven	
<b>Cork Cots</b>		Colt's Patent Fire Arms Mfg Co	Hartford	
Sonoco Products Co (Climax-Lowell Div)	Mystic	<b>Electrical Switches</b>		
<b>Corrugated Box Manufacturers</b>		Colt's Patent Fire Arms Mfg Co	Hartford	
The Danbury Square Box Co	Danbury	<b>Electronics</b>		
<b>Corrugated Shipping Cases</b>		The Gray Manufacturing Company	Hartford	
D L & D Container Corp	87 Shelton Ave	<b>Electrolytes</b>		
Connecticut Corrugated Box Div	Robert Gair Co Inc	W T Barnum & Co Inc (all classes)	New Haven	
<b>Cosmetics</b>		<b>Elevators</b>		
Northam Warren Corporation	Stamford	The Eastern Machinery Co (passenger and freight)	New Haven	
The J B Williams Co	Glastonbury	General Elevator Service Co Inc (freight, passenger and residence)	Hartford	
<b>Cotton Batting &amp; Jute Batting</b>		<b>Embalming Chemicals</b>		
Palmer Brothers	New London	The Embalmers' Supply Co	Westport	
<b>Cotton Yarn</b>		<b>Engines</b>		
The Floyd Cranska Co	Moosup	Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport	
<b>Counting Devices</b>		Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)	East Hartford	
Veeder-Roof Inc	Hartford	<b>Envelopes</b>		
<b>Cut Stone</b>		Plimpton Mfg Co Div U S Envelope Co	Hartford	
The Dextone Co	New Haven	Curtis 1000 Inc	Hartford	
<b>Cutters</b>		<b>Extractors—Tap</b>		
The Standard Machinery Co (rotary board, single and duplex)	Mystic	The Walton Co	94 Allyn St Hartford	
The O K Tool Co Inc (inserted tooth milling)	Shelton	<b>Eyelets</b>		
33 Hull St		The Platt Bros & Co P O Box 1030	Waterbury	
<b>Delayed Action Mechanisms</b>		Scovill Manufacturing Co	Waterbury	
M H Rhodes Inc	Hartford	Waterbury Companies Inc	Waterbury	
<b>Dictating Machines</b>		<b>Fasteners—Slide &amp; Snap</b>		
Dictaphone Corporation	Bridgeport	The G E Practice Mfg Co	New Britain	
The Soundscriber Corporation	New Haven	Sargent and Co	New Haven	
<b>Die Castings</b>		Scovill Manufacturing Co (snap)	Waterbury	
Newton-New Haven Co Inc	688 Third Ave West Haven	<b>FELT—All Purposes</b>		
<b>Die Castings (Aluminum &amp; Zinc)</b>		American Felt Co (Mills & Cutting Plant)	Glenville	
Corbin Cabinet Lock Div American Hardware Corp	New Britain	<b>Ferrules</b>		
<b>Dies</b>		Waterbury Companies Inc	Waterbury	
The Hoggson & Pettis Mfg Co	141 Brewery St New Haven	The C H Norton Co	North Westchester	
<b>Die-Heads—Self-Opening</b>		The Rogers Paper Mfg Co (Specialty)	Manchester	
The Eastern Machine Screw Corp	Truman & Barclay Sts	Case Brothers Inc	Manchester	
The Geometric Tool Co	New Haven	<b>Finger Nail Clippers</b>		
<b>Dish Washing Machines</b>		The H C Cook Co	32 Beaver St Ansonia	
Colt's Patent Fire Arms Mfg Co	Hartford	<b>Firearms</b>		
<b>Dowel Pins</b>		Colt's Patent Fire Arms Mfg Co	Hartford	
The Allen Manufacturing Co	Hartford	Remington Arms Co Inc	Bridgeport	
<b>Draperies</b>		<b>Fire Hose</b>		
Palmer Brothers Co	New London	Fabrics Fire Hose Co (municipal and industrial)	Sandy Hook	
<b>Drop Forgings</b>		The John P Smith Co (screens)	423-33 Chapel St	
Wilcox Crittenden & Co Inc	Middletown	The Roastand Mfg Co	New Haven	
The Blakeslee Forging Co	Plantsville	The American Windshield & Specialty Co	Millford	
Atwater Mfg Co	Plantsville	881 Boston Post Road	Millford	
Capewell Mfg Company	Hartford	<b>Fireproof Floor Joists</b>		
The Bridgeport Hdwe Mfg Corp	Bridgeport	The Dextone Co	New Haven	
<b>Druggists' Rubber Sundries</b>		<b>Fishing Tackle</b>		
The Seamless Rubber Company	New Haven	The Horton Mfg Co (reels, rods, lines)	Bristol	
<b>Edged Tools</b>		The Bevin-Wilcox Line Co (lines)	East Hampton	
The Collins Co (axes and other edged tools)	Collinsville	The H C Cook Co	32 Beaver St Ansonia	
<b>Elastic Webbing</b>		<b>Flashlight Cases</b>		
The Russell Mfg Co	Middletown	Scovill Manufacturing Co (metal)	Waterbury	
<b>Electric Appliances</b>		<b>Fluorescent Lighting Equipment</b>		
The Silex Co	80 Pliny St Hartford	The Wiremold Company	Hartford	
<b>Forgings</b>				
Clark Brothers Bolt Co	Milldale			
Heppenstall Co (all kinds and shapes)	Bridgeport			
Scovill Manufacturing Co (non-ferrous)	Waterbury			
<b>Foundries</b>				
Union Mfg Co (gray iron)	New Britain			
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown			
The Sessions Foundry Co (iron)	Bristol			
<b>Foundry Riddles</b>				
The John P Smith Co	423-33 Chapel St			
Rolock Inc (brass, galvanized, steel)	Southport			
<b>Furnace Linings</b>				
The Mullite Refractories Co	Shelton			
The Gilman Brothers Company	Gilman			
<b>Fuses</b>				
Colt's Patent Fire Arms Mfg Co	Hartford			
<b>Galvanizing &amp; Electric Plating</b>				
The Gillette-Vibber Co	New Haven			
<b>Galvanizing</b>				
Malleable Iron Fittings Co	Branford			
Wilcox Crittenden & Co Inc	Middletown			
<b>Gaskets</b>				
The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport			
<b>Gauges</b>				
The Bristol Co (pressure and vacuum—recording automatic control)	Waterbury			
<b>Gears—Reverse &amp; Reduction for Motor Boats</b>				
The Snow-Nabstdt Gear Corp	New Haven			
<b>Gears and Gear Cutting</b>				
The Hartford Special Machinery Co	Hartford			
The Gray Mfg Co (Zerol Bevel)	Hartford			
<b>General Plating</b>				
The Chromium Process Co (copper, nickel, chromium and cadmium plating)	Derby			
<b>Glass Coffee Makers</b>				
The Silex Co	80 Pliny St Hartford			
<b>Glass Cutters</b>				
The Fletcher Terry Co	Box 415 Forestville			
<b>Golf Equipment</b>				
The Horton Mfg Co (clubs, shafts, balls, bags)				
<b>Graphite Crucible &amp; Products</b>				
American Crucible Co	Shelton			
<b>Greeting Cards</b>				
A D Steinbach & Sons Inc	New Haven			
<b>Grinding</b>				
The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surface, internal and special)				
19 Staples Street				
The Hartford Special Machinery Co (gears, threads, cams and spines)	Hartford			
<b>Hand Tools</b>				
The Bridgeport Hdwe Mfg Corp (nail pullers, scot axes, box opening tools, trowels, coping saws, putty knives)	Bridgeport			
<b>Hardware</b>				
Sargent and Co	New Haven			
Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown			
The Bassick Company (Automotive)				
<b>Hardware—Trailer Cabinet</b>				
The Excelsior Hardware Co	Stamford			
<b>Hardware, Trunk &amp; Luggage</b>				
Corbin Cabinet Lock Div American Hardware Corp	New Britain			
J H Sessions & Son	Bristol			
<b>Hat Machinery</b>				
Doran Brothers Inc	Danbury			
<b>Heat Treating</b>				
The A F Holden Co	200 Winchester St New Haven			
The Bennett Metal Treating Co	1045 New Britain Ave			
The Stanley P Rockwell Co Inc	296 Homestead Ave			
The Driscoll Wire Company	Hartford			
<b>Heat-Treating Equipment</b>				
The Autoyre Company	Oakville			
The A F Holden Co	200 Winchester St New Haven			
The Stanley P Rockwell Co Inc (commercial)	296 Homestead Ave			
The Wallace Barnes Co Div Associated Spring Corp	Spring			
<b>Heating Apparatus</b>				
The Miller Company (domestic oil burners and heating devices)	Hartford			
<b>Highway Guard Rail Hardware</b>				
Malleable Iron Fittings Co	Branford			
<b>Hinges</b>				
Sargent and Company	New Haven			
Homer D. Bronson Company	Beacon Falls			
<b>Holts and Trolleys</b>				
Union Mfg Company	New Britain			
<b>Hollow Screws</b>				
The Allen Manufacturing Co	Hartford			
(Advt.)				

# IT'S MADE IN CONNECTICUT

<b>Hose Supporter Trimmings</b>	The Hawie Mfg Co (So-Lo Grip Tabs)	Bridgeport
<b>Hot Water Heaters</b>	Petroleum Heat & Power Co (Instantaneous domestic oil Burner)	Stamford
<b>Hydraulic Brake Fluids</b>	Eis Manufacturing Co	Middletown
<b>Industrial Finishes</b>	Zapon Div Atlas Powder Co	Stamford
<b>Industrial and Masking Tapes</b>	The Seamless Rubber Company	New Haven
<b>Insecticides</b>	American Cyanamid & Chemical Corp	Waterbury
<b>Insulated Wire Cords &amp; Cable</b>	The Kerite Insulated Wire & Cable Co Inc	Seymour
<b>Insulation</b>	The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden
<b>Insulating Refractories</b>	The Gilman Brothers Co	Gilman
<b>Jacquard</b>	The Mullite Refractories Co	Shelton
<b>Japanning</b>	Case Brothers Inc	Manchester
<b>Jointing</b>	J H Sessions & Son	Bristol
<b>Key Blanks</b>	The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet)	Bridgeport
<b>Labels</b>	Corbin Cabinet Lock Div American Hardware Corp	New Britain
<b>Lacquers &amp; Synthetic Enamels</b>	Sargent and Company	New Haven
<b>Ladders</b>	The Graham Mfg Co	Derby
<b>Lamps</b>	J & J Cash Inc (Woven)	South Norwalk
<b>Leather</b>	Zapon Div Atlas Powder Co	Stamford
<b>Leather Goods Trimmings</b>	A W Flint Co	196 Chapel St New Haven
<b>Letterheads</b>	The Rostand Mfg Company (brass, colonial style & brass candlesticks)	Milford
<b>Lighting Equipment</b>	Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury
<b>Locks—Cabinet</b>	The G E Prentice Mfg Co	New Britain
<b>Locks—Trunk</b>	Lehman Brothers Inc (designers, engravers, lithographers)	New Haven
<b>Locks—Suit-Case and Trimmings</b>	The Miller Co (Miller, Duplexalite, Ivanhoe)	Meriden
<b>Locks—Zipper</b>	Waterbury Companies Inc	Waterbury
<b>Loom—Non-Metallic</b>	Sargent and Company	New Haven
<b>Machine Work</b>	Corbin Cabinet Lock Div American Hardware Corp	New Britain
<b>Machinery</b>	The Excelsior Hardware Co	Stamford
<b>Machinery Dealers &amp; Rebuilders</b>	Corbin Cabinet Lock Div American Hardware Corp	New Britain
<b>Machines</b>	The Excelsior Hardware Co	Stamford
<b>Magnets</b>	The Wiremold Company	Hartford
<b>Mail Boxes, Apartment &amp; Residential</b>	The Hartford Special Machinery Co (contract work only)	Hartford
<b>Machines—Automat'c</b>	The Torrington Manufacturing Co (special rolling mill machinery)	Torrington
<b>Machines—Forming</b>	The Hallden Machine Company (mill)	Thomaston
<b>Magnets</b>	The Torrington Manufacturing Co (mill)	Torrington
<b>Paints and Enamels</b>	The Standard Machinery Co (bookbinders)	Mystic
<b>Paper Boards</b>	Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport
<b>Paper Boxes</b>	The Patent Button Company	Waterbury
<b>Paper Clips</b>	The A H Nilson Mach Co (Special)	Bridgeport
<b>Paper Coatings</b>	The A H Nilson Mach Co (four-slide wire and ribbon stock)	Bridgeport
<b>Paper Coatings</b>	Cinaudagraph Corp (Permanent)	Stamford
<b>Paper Coatings</b>	Corbin Cabinets Lock Div American Hardware Corp	New Britain
<b>Marine Equipment</b>	The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware)	Milford
<b>Marking Devices</b>	Wilcox Crittenden & Co Inc	Middletown
<b>Mattresses</b>	The Hoggson & Pettis Mfg Co	New Haven
<b>Matrices</b>	W T Barnum & Co Inc	New Haven
<b>Mattresses</b>	Palmer Brothers Co	New London
<b>Mechanical Assemblies—Small</b>	Waterbury Mattress Co	Waterbury
<b>Mechanics Hand Tools</b>	The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)	Bridgeport
<b>Metal Cleaners</b>	The Seymour Mfg Co	Seymour
<b>Metal Goods</b>	The Bristol Brass Corp (sheet)	Bristol
<b>Metal Novelties</b>	The Miller Company (sheets, strips, rolls)	Meriden
<b>Metal Products—Stampings</b>	The H C Cook Co	32 Beaver St Ansonia
<b>Milk Bottle Carriers</b>	Waterbury Companies Inc	Waterbury
<b>Millboard</b>	The John P Smith Co 323-33 Chapel St	New Haven
<b>Mill Supplies</b>	The Raybestos Div of Raybestos-Manhattan Inc (asbestos)	Bridgeport
<b>Moulded Plastic Products</b>	Wilcox Crittenden & Co Inc	Middletown
<b>Moulds</b>	The Patent Button Co	Waterbury
<b>Nickel Anodes</b>	Colt's Patent Fire Arms Mfg Co	Hartford
<b>Nickel Silver</b>	The Watertown Mfg Co 117 Echo Lake Road Watertown	Watertown
<b>Nuts Bolts and Washers</b>	The Hoggson & Pettis Mfg Co (steel)	New Haven
<b>Office Equipment</b>	The Sessions Foundry Co (heat resisting for non ferrous metals)	Bristol
<b>Oil Burners</b>	Apothecaries Hall Co	Waterbury
<b>Oil Burners</b>	The Seymour Mfg Co	Seymour
<b>Oil Burner Wick</b>	The Seymour Mfg Co	Seymour
<b>Packing</b>	Clark Brothers Bolt Co	Mildale
<b>Paints and Enamels</b>	Underwood Elliott Fisher Co	Hartford
<b>Paperboards</b>	The Silent Glow Oil Burner Corp	Hartford
<b>Paper Boxes</b>	1477 Park St	Stamford
<b>Petroleum Heat &amp; Power Co</b>	Petroleum Heat & Power Co (domestic commercial and industrial)	Meriden
<b>Plates</b>	The Miller Company (domestic)	Meriden
<b>Plastics—Extruded</b>	The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport
<b>Plates—Equipment</b>	The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport
<b>Plates—Plating</b>	The Plainville Electro Plating Co	Plainville
<b>Plates—Plating</b>	The Plainville Electro Plating Co	Plainville
<b>Plates—Plating</b>	The Hartford Chrome Corporation	Hartford
<b>Plates—Plating</b>	MacDermid Incorporated	Waterbury
<b>Plumbers' Brass Goods</b>	Plumbers' Brass Goods	Bridgeport
<b>Plumbing Specialists</b>	Scovill Manufacturing Co	Waterbury
<b>Pole Line</b>	John M Russell Mfg Co Inc	Naugatuck
<b>Polishing Wheels</b>	Malleable Iron Fittings Co	Branford
<b>Printing</b>	The Williamsville Buff Mfg Co	Danielson
<b>Propellers—Aircraft</b>	The Case Lockwood & Brainard Co	Hartford
<b>Propellers—Aircraft</b>	The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic
<b>Press Papers</b>	The Bristol Co (recording and controlling)	Waterbury
<b>Radiation-Finned Copper</b>	The G. & O Manufacturing Company	New Haven
<b>Railroad Equipment</b>	The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Milford
<b>Rayon Yarns</b>	The Hartford Rayon Corp	Rocky Hill
<b>Reamers</b>	The O K Tool Co Inc (inserted tooth)	Shelton
<b>Recorders</b>	33 Hull St	
<b>Refractories</b>	The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
<b>Regulators</b>	Howard Company	New Haven
<b>Resistance Wire</b>	Norwalk Valve Company (for gas and air)	South Norwalk
<b>Retainers</b>	The C O Jelliff Mfg Co (Nickel chromium, kanthal)	Southport
<b>Rivets</b>	The Hartford Steel Ball Co (bicycle & automotive)	Hartford
<b>Reverse Gear—Marine</b>	The Carlyle Johnson Mach Co	Manchester
<b>Riveting Machines</b>	The Grant Mfg & Machine Co	Bridgeport
<b>Rivets</b>	The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport
<b>Rivets</b>	The Connecticut Manufacturing Company	Waterbury
<b>Rivets</b>	Clark Brothers Bolt Co	Mildale
<b>Rivets</b>	The Blake & Johnson Co (brass, copper and non-ferrous)	Waterville
<b>Rivets</b>	J. H. Sessions & Son	Bristol
<b>Rivets</b>	The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bridgeport
<b>Rivets</b>	The Raybestos Div of Raybestos-Manhattan Inc (iron)	Bridgeport
	[Advt.]	

# IT'S MADE IN CONNECTICUT

**Rods**  
The Bristol Brass Corp (brass and bronze) Bristol  
**Roof Coatings & Cements**  
Tilo Roofing Co Inc Stratford  
Tilo Roofing Co Inc Stratford  
**Rubber Chemicals**  
The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils) Stamford  
**Rubberized Fabrics**  
The Duro-Gloss Rubber Co New Haven  
Rubber Footwear  
The Goodyear Rubber Co Middletown  
United States Rubber Prod Inc (Keda, Kedettes, Gaytees, U S Royal Footwear) Naugatuck  
**Rubber Gloves**  
The Seamless Rubber Company New Haven  
Rubber Burners  
The John P Smith Co 423-33 Chapel St New Haven  
**Safety Fuses**  
The Ensign-Bickford Co (mining & detonating) Simsbury  
**Saw Blades**  
The Capewell Mfg Co (Hack Saw, Band Saw) Hartford  
**Saws, Band, Metal Cutting**  
Atlantic Saw Mfg Co New Haven  
Scales-Industrial Dial  
The Kron Company Bridgeport  
**Scissors**  
The Acme Shear Company Bridgeport  
Screw Machine Products  
The Apex Tool Co Inc Bridgeport  
The Connecticut Manufacturing Company Waterbury  
Corbin Screw Div, American Hardware Corp New Britain  
The Blake & Johnson Co Waterville  
The Centerless Grinding Co Inc (Heat treated and ground type only) 19 Staples Street Bridgeport  
The Eastern Machine Screw Corp Truman & Barclay St New Haven  
The Humason Mfg Co Forestville  
The Greist Mfg Co (Up to 1½" capacity) New Haven  
Scovill Manufacturing Co Waterbury  
**Screws**  
The Blake & Johnson Co (machine) Waterville  
Corbin Screw Div, American Hardware Corp New Britain  
Sargent and Company New Haven  
Clark Brothers Bolt Co Milldale  
The Charles Parker Co (wood) Meriden  
Scovill Manufacturing Co (cap and machine) Waterbury  
The Connecticut Mfg Co (machine) Waterbury  
**Scythes**  
Winsted Manufacturing Co Winsted  
**Sewing Machines**  
The Greist Mfg Co (Sewing machine attachments) 503 Blake St New Haven  
The Merrow Machine Co (Industrial) Hartford  
**Shaving Soaps**  
The J B Williams Co Glastonbury  
**Shears**  
The Acme Shear Co (household) Bridgeport  
**Sheet Metal Products**  
The American Brass Co (brass and copper) Waterbury  
**Sheet Metal Stampings**  
The American Buckle Co West Haven  
The Patent Button Co Waterbury  
J H Sessions & Son Bristol  
**Showcase Lighting Equipment**  
The Wiremold Company Hartford  
**Shower Stalls**  
Dextone Company New Haven  
**Signals**  
The H C Cook Co (for card files) 32 Beaver St Ansonia  
**Silks**  
Cheney Brothers South Manchester  
**Sizing and Finishing Compounds**  
American Cyanamid & Chemical Corp Waterbury  
**Smoke Stacks**  
The Biglow Company (steel) New Haven  
Soap  
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury  
**Special Parts**  
The Greist Mfg Co (small machined, especially precision stampings) New Haven  
**Special Industrial Locking Devices**  
Corbin Cabinet Lock Div American Hardware Corp New Britain  
**Spinnings**  
The Gray Manufacturing Company Hartford  
Sponge Rubber  
The Sponge Rubber Products Co Derby  
Spreads  
Palmer Brothers Company New London

**Spring Coiling Machines**  
The Torrington Manufacturing Co Torrington  
Spring Units  
American Chain & Cable Co Inc Bridgeport  
Owen Silent Spring Co Inc (mattresses and upholstery furniture) Bridgeport  
**Spring Washers**  
The Wallace Barnes Co Div Associated Spring Corp Bristol  
**Spring-Coll & Flat**  
The Humason Mfg Co Forestville  
The Wallace Barnes Co Div Associated Spring Corp Bristol  
**Spring-Flat**  
The Wallace Barnes Co Div Associated Spring Corp Bristol  
**Springs-Furniture**  
American Chain & Cable Co Inc Bridgeport  
Owen Silent Spring Co Inc Bridgeport  
**Springs-Wire**  
The Wallace Barnes Co Div Associated Spring Corp Bristol  
J W Bernston Company (Coil and Torsion) Plainville  
**Springs, Wire & Flat**  
The Autoyre Company Oakville  
Stair Pads  
Palmer Brothers Company New London  
Stamps  
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven  
**Stampings**  
The Rogers Paper Mfg Co (Fibre, Cellulose, Paper) Manchester  
**Stampings-Small**  
The Greist Manufacturing Co New Haven  
The Wallace Barnes Co Div Associated Spring Corp Bristol  
Staples  
Sargent and Company New Haven  
**Steel Castings**  
The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Hartford  
Malleable Iron Fittings Co Branford  
Nutmeg Crucible Steel Co Branford  
**Steel-Cold Rolled Spring**  
The Wallace Barnes Co Div Associated Spring Corp Bristol  
**Steel-Cold Rolled Stainless**  
Wallingford Steel Company Wallingford  
**Steel-Cold Rolled Strip and Sheets**  
Wallingford Steel Company Wallingford  
**Steel Goods**  
Scovill Manufacturing Co (To Order) Waterbury  
**Steel-Magnetic**  
Cinaudagraph Corporation Stamford  
**Stereotypes**  
W T Barnum & Co Inc New Haven  
**Stop Clocks, Electric**  
The H C Thompson Clock Co Bristol  
**Studio Couches**  
Waterbury Mattress Co Waterbury  
**Super Refractories**  
The Mullite Refractories Co Shelton  
**Surface Metal Raceways & Fittings**  
The Wiremold Company Hartford  
**Surgical Dressings**  
The Seamless Rubber Company New Haven  
Acme Cotton Products Co East Killingly  
**Surgical Rubber Goods**  
The Seamless Rubber Company New Haven  
**Switchboards**  
Plainville Electrical Products Co Plainville  
**Switchboards Wire and Cables**  
Rockbestos Products Corp (asbestos insulated) New Haven  
**Switches**  
Colt's Patent Fire Arms Mfg Co Hartford  
Tanks  
The Bigelow Company (steel) New Haven  
Tape  
The Russell Mfg Co Middletown  
**Tap Extractors**  
The Walton Co 94 Allyn St Hartford  
**Taps, Collapsing**  
The Geometric Tool Co New Haven  
**Tarred Lines**  
Brownell & Co Inc Moodus  
**Telemetering Instruments**  
The Bristol Co Waterbury  
**Textile Machinery**  
The Merrow Machine Co 2814 Laurel St Hartford  
**Textile Mill Supplies**  
Ernst Bischoff Company Inc Ivoryton  
**Textile Processors**  
The Aspinock Corp (cotton) Jewett City  
**Thermometers**  
The Bristol Co (recording and automatic control) Waterbury

**Thin Gauge Metals**  
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury  
**Thread**  
Max Pollack & Co Inc Groton  
The American Thread Co Willimantic  
The Gardiner Hall Jr Co (cotton sewing) South Willington  
Wm Johl Manufacturing Co Mystic  
**Threading Machines**  
The Grant Mfg & Machine Co (double and automatic) Bridgeport  
**Time Recorders**  
Stromberg Time Corp Thomaston  
**Timers, Interval**  
The H C Thompson Clock Co Bristol  
**Timing Devices and Time Switches**  
M H Rhodes Inc Hartford  
**Tinning**  
Wilcox Crittentend & Co Inc Middletown  
The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury  
Tools  
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven  
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton  
**Tools, Dies & Fixtures**  
The Greist Mfg Co New Haven  
**Toys**  
A C Gilbert Company New Haven  
The Gong Bell Co East Hampton  
The N N Hill Brass Co East Hampton  
**Trucks-Industrial**  
George P Clark Co Windsor Locks  
**Trucks-Lift**  
The Excelsior Hardware Co Stamford  
George P Clark Co Windsor Locks  
**Trucks-Skid Platforms**  
The Excelsior Hardware Co (lift) Stamford  
**Tube Bending**  
American Tube Bending Co Inc New Haven  
**Tube Clips**  
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia  
**Tubing**  
The American Brass Co (brass and copper) Waterbury  
Scovill Manufacturing Co (copper alloys) Waterbury  
**Tubing-Condenser**  
Scovill Manufacturing Co Waterbury  
**Tubing (Extruded Plastic)**  
Extruded Plastics Inc Norwalk  
**Typewriters**  
Underwood Elliott Fisher Co Hartford  
**Typewriter Ribbons**  
Underwood Elliott Fisher Co Hartford  
**Underclearer Rolls**  
Sonoco Products Co (Climax-Lowell Div) Mystic  
**Vacuum Bottles and Containers**  
American Thermos Bottle Co Norwich  
**Vacuum Cleaners**  
The Spencer Turbine Co Hartford  
**Valves**  
Norwalk Valve Company (sensitive check valves) South Norwalk  
**Valves-Automatic Air**  
Beaton & Cadwell Mfg Co New Britain  
**Valves-Flush**  
Beaton & Cadwell Mfg Co New Britain  
**Valves-Relief & Control**  
Beaton & Cadwell Mfg Co New Britain  
**Varnishes**  
The Staminite Corp New Haven  
**Ventilating Systems**  
Colonial Blower Company Hartford  
**Vises**  
The Charles Parker Co Meriden  
**Washers**  
The Blake & Johnson Co (brass, copper & non-ferrous) Waterville  
American Felt Co (felt) Glenville  
Clark Brothers Bolt Co Milldale  
The Sessions Foundry Co (cast iron) Bristol  
J H Sessions & Son Bristol  
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport  
**Watches**  
Benrus Watch Co 30 Cherry St Waterbury  
**Waterproof Dressings for Leather**  
The Viscol Company Stamford  
**Webbing**  
The Russell Mfg Co Middletown  
**Welding Rods**  
The Bristol Brass Corp (brass & bronze) Bristol  
**Wheels-Industrial**  
George P Clark Co Windsor Locks  
**Wicks**  
The Russell Mfg Co Middletown  
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport  
(Advt.)

## IT'S MADE IN CONNECTICUT

<b>Wire</b>	<b>Wire Drawing Dies</b>	<b>Wire Nuts—Solderless</b>
The Bristol Brass Corp (brass & bronze) Bristol	The Waterbury Wire Die Co Waterbury	The Wiremold Company Hartford
The Driscoll Wire Co (steel) Shelton		Wire Reels
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted		The A H Nilson Mach Co Bridgeport
The Atlantic Wire Co (steel) Branford		Wire Partitions
The Platt Bros & Co (zinc wire) P O Box 1030 Waterbury		The John P Smith Co 423-33 Chapel St New Haven
Rockbestos Products Corp (asbestos insulated) New Haven		Wire Rings
Scovill Manufacturing Co (brass, bronze and nickel silver) Waterbury		The American Buckle Co (pan handles and tinniers' trimmings) West Haven
Wire Arches and Trellis		Wire Shapes
The John P Smith Co 423-33 Chapel St New Haven		Bridgeport Chain & Mfg Co Bridgeport
Wire Baskets		Woodwork
Rolock Inc (for acid, heat, degreasing) Fairfield		C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
Wire Cable		Yarns
The Bevin-Wilcox Line Co (braided) East Hampton		The Ensign-Bickford Co (jute carpet) Simsbury
Wire Cloth		Reynolds & Co (cotton, rayon) Norwich
The C O Jelliff Mfg Co (All metals, all meshes) Southport		Zinc
The John P Smith Co 423-33 Chapel St New Haven		The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury
		Zinc Castings
		Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

### CONNECTICUT MAKES NEW TIES WITH LATIN AMERICA

(Continued from page 11)

The exceptional vocal ability of Anthony Bordes, Export Manager of the Bassick Company, who sang both in Spanish and English, added to the enjoyment of the tour.

The genuine sincerity expressed by many of the delegates who spoke at luncheons and banquets gave ample

testimony that our neighbors were helping us to cement lasting friendships along practical lines. This same thought was frequently expressed by Governor Baldwin and business men at every stop from South Norwalk to New London.

"Adios" came all too soon at the New London station. As the special train pulled away, one could not help but feel that the day was not far around the corner when giant passenger liners and cargo carriers re-

turned to the pursuits of peace would tighten the bonds of friendship so skilfully woven during the memorable days of May 21 through May 24, 1944.

The simple lesson that men of all races, creeds and nationalities respond alike to courtesy and sympathetic understanding, was once again demonstrated in the practical way that all Connecticut and the nation should follow as the pattern for a better future.

### LIST OF GUESTS

**BRAZIL**—\*Jose Ribeiro Campos, Attorney for the Labor Department, Rio de Janeiro  
\*J. Silvado Bueno, Secretary of the Delegation  
\*Fernando Edward Lee, Industrialist

**CHILE**—Luis E. Nagel, Chief of Section, Corporation for the Development of Production; ex-official in the Chilean Foreign Service  
Adolfo Ibanez, President of the Central Chamber of Commerce

**COLOMBIA**—\*Gabriel Durana-Camacho, General Manager, Institute of Industrial Development  
\*Luis Tamayo, Minister Plenipotentiary in charge of the Consulate General of Colombia in New York  
Jose Maria Saenz, Industrialist

**COSTA RICA**—Julio Pena, Manager, National Bank of Costa Rica  
Francisco Pena—Sales Agent for Foreign Firms  
\*Raul Gurdian, former Minister of Foreign Affairs and of Finance; General Manager, Commercial and Agricultural Company  
Raul Gurdian, Jr., Industrialist

**DOMINICAN REPUBLIC**—Ernesto B. Freites, Industrialist  
J. M. Saenz, First Secretary of Embassy in Washington

**ECUADOR**—Clemente Yerovi-Indaburu, President of the Guayaquil Branch of the Mortgage Bank of Ecuador  
\*Constantino Endara, Ecuadorian Embassy, Washington, D. C.

**EL SALVADOR**—\*Roberto Aguilar, Representative of the Government of El Salvador on the Inter-American Coffee Board, Washington, and in the Pan-American Coffee Association in New York

**GUATEMALA**—Jorge Arias, Civil Engineer; member of the Guatemalan Commission charged with preparing the National Plan of Economic Mobilization  
\*Luis Beltranena, Member of the Guatemalan Commission charged with preparing the National Plan of Economic Mobilization; Dean of the University of Guatemala and Professor of Economics

**HAITI**—\*Joseph Nadal, President, Chamber of Commerce of Haiti, Merchant, Agriculturist, Industrialist  
\*Jean Artaud, Commercial Attaché in the Embassy in Washington

**HONDURAS**—Jorge Coello, Minister of Foreign Affairs

**PANAMA**—\*Roberto Heurtematte, Industrialist and Merchant

**PERU**—Francisco Pardo de Zela, Minister Plenipotentiary in charge of the Consulate General of Peru in New York

**OFFICE OF COORDINATOR OF INTER-AMERICAN AFFAIRS**

\*Victor Borella, Assistant Coordinator  
\*John E. Lockwood, General Counsel  
Frank Martinez, Press Representative  
Walter M. Walters, Protocol Officer and Representative of Department of State

\* Those who addressed meetings.

## SERVICE SECTION

### FOR SALE—RENT—WANTED

**WELDING FACILITIES AVAILABLE**—Sub-Contractor has open capacity for producing fabricated steel parts and production arc, acetylene welding, brazing and silver brazing. Address MTA 206.

**MANUFACTURER**—of automatic drilling and tapping machinery is in a position to handle drilling and tapping production on a contract basis, capacity up to 7/16 NF. Address MTA 213.

**AVAILABLE**—Idle machine time on Foster and Bullard turret lathes which are especially suitable for handling tubular stock up to 3½" in diameter. Address MTA 221.

**AVAILABLE**—Subcontract Production. Manufacturer in a position to handle a limited number of jobs on which assistance is needed—specializes in difficult or unusual work on which engineering and mechanical ingenuity can show results—secondary operations and assembly. Address MTA 222.

**AVAILABLE**—Considerable available screw machine capacity including approximately 3,000 hours Single Spindle Automatics from 1/8" to 2" in diameter, #00 and #0 Brown & Sharpe, and Multiple Spindle Automatics from 1/4" x 1 1/4" in diameter. Address MTA 223.

**FOR SALE**—600 Tanks—made of 1/8" Black Iron Sheet—welded water tight. Size—32" long, 18½" wide, 6" high. Tanks have 3 baffle plates at bottom of 1/16" iron sheet—3¼" high. Each tank has two (2) steel strap legs on the bottom—1½" high. Condition—brand new—never been used. Blue print will be furnished on request. Address S. E. 464.

**FOR SALE**—4590 lbs. CR 1050 Annealed Steel 2-7/16 x .206" x 96" LG. Address S. E. 473.

**FOR SALE**—25 Relief Valves: Mason Neilan Fig. 33-R Pattern; ½" Union Connections; ¼" Ports; Monel 3½" Diaphragms; 2-20 lbs. range with present springs; can give 20-40 lbs. or 40-100 lbs. by changing springs. For steam or air service; bronze bodies; monel trim. Address S. E. 476.

**WANTED**—200 feet 12 or 14" Roller Gravity Conveyer. Address S. E. 481.

**FOR SALE**—78,000 pounds of high test steel of varying dimension and analysis—list on request. Address S. E. 485.

**FOR SALE**—Grinding wheels, segments, power saw blades, files, reamers, drills, and mounted points—list on request. Address S. E. 486.

**WANTED**—Chipboard—one carload—38 point—40 inch rolls—in length—40 inch rolls—in diameter. Address S. E. 489.

**WANTED**—1—36" brake, capable of bending 1/16" steel. Address S. E. 490.

**FOR SALE**—Mr. Putnam of the New Haven Area Office of the Army Air Forces—109 Church Street, New Haven, Property Disposal Section, Tel. 7-3551, has a large list of machine tools, dies, jigs, fixtures and gages located in a Connecticut company. These items are for sale because of a cancelled contract. Address S. E. 491.

### PERSONNEL

**ADVERTISING-MARKET RESEARCH AND PLANNING**—Long, successful experience in developing new programs and functions with outstanding Connecticut manufacturer, particularly in marketing and advertising—Initial salary incidental to opportunity of demonstrating training and imagination in phase of postwar planning—Age 56—married. Address P. W. 1057.

**SALES EXECUTIVE AND GENERAL MANAGER**—Thoroughly experienced in all phases of distribution—12 years with large hardware manufacturer—3 years with manufacturer of heavy chemicals—11 years with manufacturer of floor covering—at present Supervising Sales and General Manager for manufacturer of textile machinery—Excellent record—adaptable—gets results. Address P. W. 1085.

**SALES MANAGER**—14 years with present company directing Sales and Advertising—4 years with automobile finance company as Branch Manager—3 years with nationally known accounting machine company as Salesman, Branch Manager and Sales Manager of Manufacturing Division—8 years with textile company as Cashier and Office Manager—age 49—married. Address P. W. 1097.

**MANUFACTURERS' AGENT**—Anxious to make connections with Connecticut manufacturers for the sale of their product throughout Texas and Louisiana—interested in making connections with manufacturers whose products would be used in oil refineries, sugar refineries, chemical, sulphur, and synthetic plastics plants, and ship yards. Address P. W. 1103.

**ACCOUNTANT**—18 years general accounting, office management and purchasing experience. Thorough knowledge of cost accounting, motor equipment maintenance, traffic, machining and assembly experience. Desires position, with opportunities, in either accounting or production control department of reliable manufacturer, Hartford or vicinity, where good financial and mechanical background together with better than average ability will be recognized. Age 37—married—3 dependents. Address P. W. 1121.

**MANUFACTURING EXECUTIVE**—25 years in reorganization and management of large and small business—20 years spent in European manufacture—American born—Age 51. Up to \$15,000. Address P. W. 1130.

**SALES ENGINEER**—Age 45—Yale Engineering degree—in addition to sales has had purchasing and production planning experience—minimum \$5000. Address P. W. 1156.

**SALES EXECUTIVE**—26 years' extensive experience electrical manufacture and sales and promotion management. Age 42. Address P. W. 1157.

**EXECUTIVE ASSISTANT**—State and Federal Relations—lawyer, 53, admitted in New York, residing in Connecticut, will assist in Federal matters for the duration—no salary during break in period. Address P. W. 1184.

**EXECUTIVE OR PRODUCTION ENGINEER—EFFICIENCY ENGINEER—INDUSTRIAL ANALYST**—Efficiency methods—time study—design—speaks besides English: French, German, Spanish, Russian, and all Scandinavian languages—graduate Tech. Inst., Zurich, Switzerland. Address P. W. 1185.

**ENGINEERING DESIGN, PRODUCTION AND MANAGEMENT**—Solution of the problems of design, fabrication and construction—planning, layout and execution of work—ability and need to produce within the given cost range of contracts and estimates—handling and understanding of men—preparation of estimates—purchasing—securing contracts, orders and working capital in highly competitive field—knowledge of markets, trends, source of supplies and prices—appraisal of plants and assets—age 33—B. S. C. E. Notre Dame—post graduate work at N. Y. U. School of Bus. Administration. Address P. W. 1186.

**EXECUTIVE TECHNICAL SALES ENGINEER**—Born New Haven—life resident Detroit—World War I artillery and tank combat officer—experienced engineer contact, development, test, laboratory, proving grounds, field quality, installations, automotive, aircraft—top flight acquaintanceship entire automotive industry—prefer Detroit headquarters—well acquainted Michigan, Ohio, Indiana, Wisconsin, Illinois, New York. Address P. W. 1187.

**FOREIGN TRADE**—13 years in State Department—extensive consular and secretarial experience in South America—age 39—Harvard A. B. and Foreign Service Training. Address P. W. 1196.

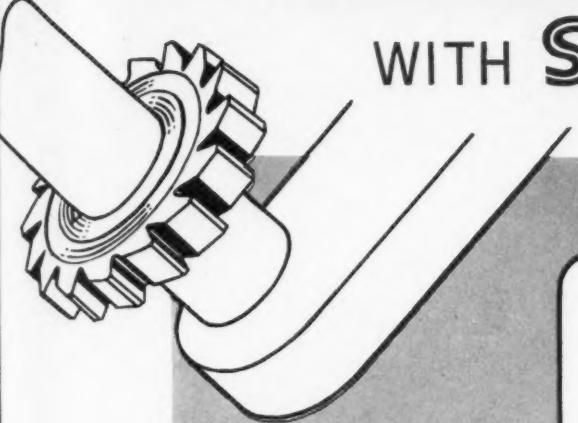
**HANDWRITING EXPERT**—Man who has studied and worked with a handwriting expert for 20 years and who for the past several years has been employed by police departments, attorneys and courts to analyze handwriting in forging cases, is now offering a unique protective service to business and industry at a nominal annual service charge—further details furnished by principal upon written request to the above box number. Address P. W. 1197.

**SALES AND PROMOTION EXECUTIVE**—experienced in sales promotion, marketing methods and product design. Graduate engineer with knowledge of manufacturing processes—open for business connection with industrial organization where initiative and ideas for present and post war business would be appreciated—age 46. Address P. W. 1198.

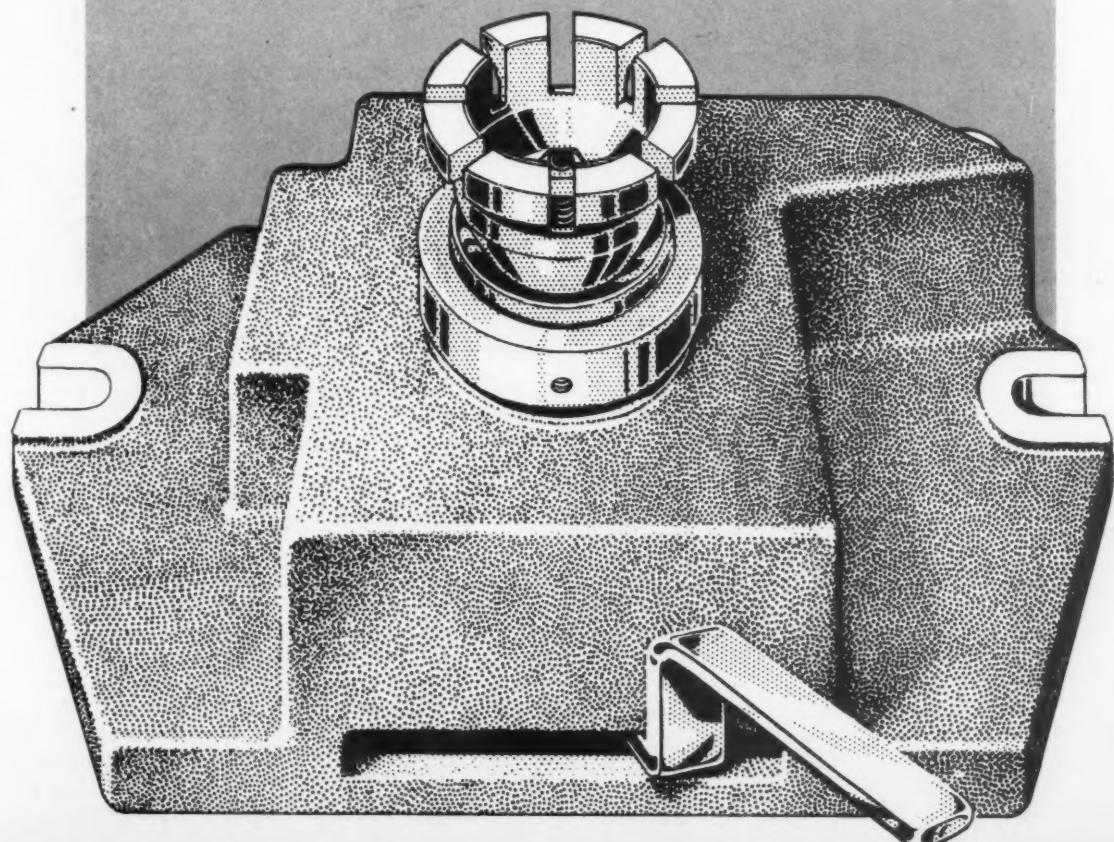
**MANAGERIAL OR SUPERVISORY CONNECTION**—18 years experience in the manufacture of silk, synthetic and cotton fabrics—good background of experience and accomplishment—acquainted with modern methods of manufacturing—excellent relations with labor—know cost and waste control—Textile School graduate. Address P. W. 1200.

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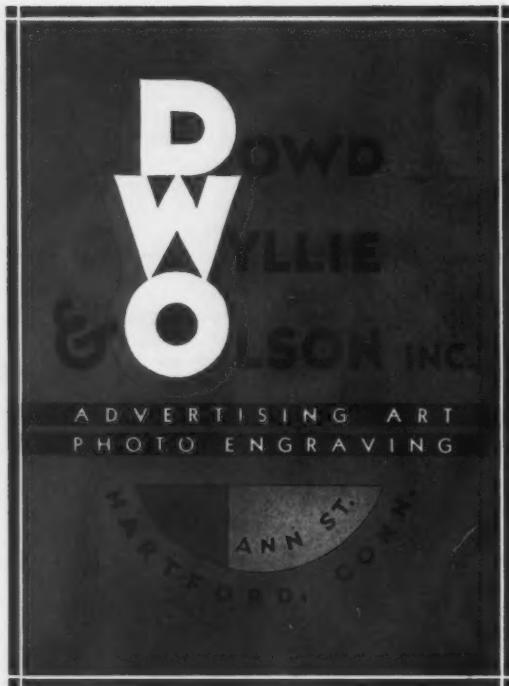
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Premature? Of course . . . How soon? No man can tell. But, as our armed forces press ever deeper into enemy territory and our lines of communication extend farther and farther, more and more telephone equipment will be needed. And, because there just CAN'T be shortages of telephone equipment for military requirements over THERE, there must be shortages in the supply for civilian convenience over HERE!



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HARTFORD [1944] CONNECTICUT

